

**INTERNAL SERVICE CLIMATE AND PSYCHOLOGICAL
EMPOWERMENT EFFECT ON EMPLOYEES' JOB SATISFACTION
THE CASE STUDY OF ETHIOPIAN ELECTRIC POWER
CORPORATION**

*A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS AND PUBLIC
ADMINISTRATION OF ADDIS ABABA UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF ART IN
MASTER OF BUSINESS ADMINISTRATION*

BY

WASIHUN MOHAMMED

ADVISOR
ATO TESHOME BEKELE

ADDIS ABABA UNIVERSITY
SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION
MBA-PROGRAM

JUNE, 2011

ADDIS ABABA UNIVERSITY
SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION
MBA- PROGRAM

INTERNAL SERVICE CLIMATE AND PSYCHOLOGICAL
EMPOWERMENT EFFECT ON EMPLOYEES' JOB SATISFACTION

THE CASE STUDY OF ETHIOPIAN ELECTRIC POWER
CORPORATION
(EEPCO)

BY
WASIHUN MOHAMMED YESUF
GSR/0262/02

APPROVED BY THE BOARD OF EXAMINERS:

_____ ADVISOR	_____ SIGNATURE	_____ DATE
_____ EXAMINER	_____ SIGNATURE	_____ DATE
_____ EXAMINER	_____ SIGNATURE	_____ DATE

Declaration

I HEREBY DECLARE THAT THIS THESIS IS MY ORIGINAL WORK AND HAS NOT BEEN PRESENTED FOR A DEGREE IN ANY OTHER UNIVERSITY, AND ALL SOURCES OF MATERIALS USED FOR THE THESIS HAVE BEEN DULY ACKNOWLEDGED.

DECLARED BY

WASIHUN MOHAMMED YESUF

STUDENT

ID. NO GSR /0262/02

SIGNATURE

JUNE, 2011

DATE

CONFIRMATION BY ADVISOR

ATO TESHOME BEKELE

ADVISOR

SIGNATURE

JUNE, 2011

DATE

Acknowledgements

I am highly indebted to all people who helped me to successfully finalize this case study. I am particularly thankful to Ato Gulilat Wame who is staff member of EEPCo, for his unfailing support and guidance during data collection. He helped me in distributing and collecting the questionnaires. I am also thankful for my advisor Ato Teshome Bekele.

My last but not the least appreciation is to my friend Temir Kebede, for her unreserved material and moral support during my study.

Table of Contents

Declaration	ii
Acknowledgements.....	iii
List of Acronyms.....	vi
List of tables	vii
List of figures.....	ix
List of Annexes	x
Abstract.....	xi
CHAPTER ONE	1
1 INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem and Research questions	3
1.3 Objective of the study.....	4
1.4 Research Methodology	4
1.4.1 Research Design	4
1.4.2 Population and Sample of the participants.....	5
1.4.3 Data Collection Instruments	5
1.4.4 Data Analysis	6
1.5 Significance of the Study.....	6
1.6 Limitation of the study.....	7
1.7 Scope of the Study	7
1.8 Organization of the Study	7
CHAPTER TWO.....	8
2 REVIEW OF RELATED LITERATURE.....	8
2.1 DEFINITION OF SERVICE, SERVICE ATTRIBUTES AND THE IMPORTANCE OF SERVICE ENCOUNTER PRACTICES	8
2.1.1 EMPLOYEE EMPOWERMENT.....	9
2.1.2 THEORIES OF EMPOWERMENT.....	10
2.1.3 EMPOWERMENT: TYPOLOGIES, DEFINITIONS, MEASURES, ANTECEDENTS AND OUTCOMES...10	
2.1.4 A PSYCHOLOGICAL DEFINITION OF EMPOWERMENT.....	11
2.1.5 THE EMPOWERMENT PROCESS	15
2.1.6 CONTEXT FACTORS LEADING TO POWERLESSNESS	17

2.2 EMPLOYEE EMPOWERMENT AND INTERNAL SERVICE CLIMATE	18
2.3 JOB SATISFACTION	19
2.4 EMPOWERMENT AND JOB SATISFACTION.....	20
CHAPTER THREE	23
3 ORGANIZATIONAL BACKGROUND.....	23
3.1 Establishment and Historical Development of Ethiopian Electric Power Corporation.....	23
3.2 The fifty years performance on Energy Generation, Customers Number and Employees' Number in EEPco	25
3.3. Ethiopian Electric Power Corporation's Vision, Mission and Goals	28
CHAPTER FOUR	29
4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION	29
4.1. Demographic Information of the Respondents	29
4.2 Employees' response to internal service climate and psychological empowerment effect on job satisfaction	32
4.2.1 Employees' level of agreement on internal service climate	32
4.2.2 Employees' response to psychological empowerment	39
4.2.3. Relationship between internal service climate and psychological empowerment	46
4.2.4. Employees' level of agreement on job satisfaction	47
4.4. Effect of internal service climate and psychological empowerment on job satisfaction	53
CHAPTER FIVE.....	55
5 CONCLUSION AND RECOMMENDATION.....	55
5.1 Conclusion	55
5.2. RECOMMENDATION	58
Reference	61
Appendix 1	63
Questionnaire.....	63
Appendix 2	69
Organizational chart of EEPco	69

List of Acronyms

EEPCO - Ethiopian Electric Power Corporation

ISC - Internal service climate

PE - Psychological empowerment

JS - Job satisfaction

Dev't - Development

List of tables

Table 1.1, Contextual factors that contribute to the lowering of self efficacy-----	17
Table 4.1, Summary of respondents profile by age and gender -----	29
Table 4.2, Summary of responses to internal service climate (reliability) -----	32
Table 4.3, Descriptive Statistics of internal service climate (reliability) -----	32
Table 4.4, Descriptive Statistics of internal service climate (assurance) -----	34
Table 4.5, Descriptive Statistics of internal service climate (tangibility) -----	35
Table 4.6, Responses to internal service climate (Empathy) -----	37
Table 4.7, Descriptive Statistics of internal service climate (empathy) -----	37
Table 4.8, Responses to internal service climate (responsiveness) -----	38
Table 4.9, Descriptive Statistics of internal service climate (responsiveness) -----	38
Table 4.10, Descriptive Statistics of psychological empowerment (meaning) -----	40
Table 4.11, Descriptive Statistics of psychological empowerment (competence) -----	42
Table 4.12, Summary of employee"s response to psychological empowerment (Impact) -----	44
Table 4.13 Descriptive Statistics of psychological empowerment (impact) -----	44
Table 4.14, Summary of employee"s response to PE (self-determination) -----	45
Table 4.15, Descriptive Statistics of psychological empowerment (self-determination) -----	45
Table 4.16, Correlation of internal service climate and psychological empowerment-----	46
Table 4.17, Descriptive Statistics of employee"s job satisfaction on work-----	47
Table 4.18, Descriptive Statistics of job satisfaction on co-workers-----	49
Table 4.19, Descriptive Statistics of job satisfaction on promotion-----	50
Table 4.20, Responses of employees" to the supervision-----	51

Table 4.21, Descriptive Statistics of job satisfaction on supervision-----	51
Table 4.22, Summary of responses to the r/p and effect of ISC & PE on job satisfaction-----	52
Table 4.23, Regression result summary -----	53

List of figures

Figure 1.1, Five stages in the process of empowerment-----	16
Figure 2.1, Model of Psychological Climate, Empowerment and Job Satisfaction-----	20
Figure 2.2, Conceptual framework-----	22
Figure 3.1, Electric generation for the last 50 years -----	25
Figure 3.2, Energy production capacity -----	26
Figure 3.3, Customer’s number-----	27
Figure 3.4, Number of employees” in the country -----	27
Figure 4.1, Work experience -----	30
Figure 4.1, Educational qualifications of employees”-----	31
Figure 4.3, Internal service climate-----	34
Figure 4. 4, Internal service climate-----	35
Figure 4.5, Psychological empowerment (meaning) -----	40
Figure 2.6, Psychological empowerment (competence) -----	42
Figure 4. 3, Job satisfaction (satisfaction on work) -----	47
Figure 4. 4, Job satisfaction (people) -----	49
Figure 4.5, Job satisfaction (promotion) -----	50

List of Annexes

PAGE

Annex 1: Questionnaire ----- i

Annex 2: Organizational Chart----- vi

Abstract

According to recent figures, services account for over 50 percent of gross domestic product in many countries and over one quarter of world trade. In a dynamic, global business environment, service industries try to compete by providing high-quality customer service via empowering their workforce. Currently both industry and academia have shown a growing interest in the concept of employee empowerment. Empowerment has become particularly important for services, aiming to control or enhance service quality and customer satisfaction at the point of service production. Furthermore, empowerment increases job satisfaction and reduces role stress. The main purpose of this study was to explore the relation and effect of internal service climate and psychological empowerment on employees' job satisfaction. The research has been designed as a case study. Both primary and secondary data were used in the research. A survey questionnaire with five point Likert scale was a main tool for gathering primary data about internal service climate and psychological empowerment effect on job satisfaction. A total of 80 (18% of the population) participants in the Head office and one randomly selected region of Addis Ababa District Coordinator Office participated in filling the questionnaires. These participants were selected using convenience sampling method. The findings of this study indicated that respondents have medium satisfaction on the current internal service climate and psychological empowerment of the corporation. The correlation result indicates there is positive relationship between internal service climate and psychological empowerment. Similarly, based on linear regression result Internal service climate and psychological empowerment have a positive effect on job satisfaction.

CHAPTER ONE

1 INTRODUCTION

1.1 Background of the study

According to recent figures, services account for over 50 percent of gross domestic Product in many countries and over one quarter of world trade (Dimitriades and Maroudas, 2007). With this in mind, and considering that “levels of service which may have been tolerated only generations ago are now regarded as unacceptable”, the improvement of quality service is essential (Donnelly and Shiu, 1999) cited in Dimitriades and Maroudas, (2007)

In a dynamic global business environment, service industries try to compete by providing high-quality customer service via empowering their workforce (Corsun et al, 1999) cited in Dimitriades and Maroudas, (2007). According to Dimitriades and Maroudas, (2007) notes that achieving competitive success through people means working with them – not limiting the scope of their activities. Therefore, a new partnership between management, customers and employees“ is at the heart of employee experienced empowerment. Organizations operating in the public sector have also come to realise that they must ensure their services are soundly based on the needs and expectations of their stakeholders – i.e. communities, citizens and customers.

Services are defined as “those economic activities that typically produce an intangible product” Schroeder, (2008), (Balachandran, 1999) cited in Dimitriades and Maroudas, (2007). Although as many as 19 different attributes have been proposed to classify services and to distinguish them from goods, a four-category typology of the features that predominantly characterize a service is most commonly employed (Redman and Mathews, 1998) cited in Dimitriades and Maroudas, (2007), Schroeder (2008): intangibility, inseparability, heterogeneity and perishability.

Services“ intangibility, inseparability and heterogeneity underline the importance of the “human interaction during service delivery” – the service encounter. The term service encounter is used to denote person-to-person interaction between a customer and an employee of an organization during the acquisition of a service (Bitner, 1990) cited in Dimitriades and Maroudas, (2007). Indeed, according to Berry and Parasuraman (1991) cited in Dimitriades and Maroudas, (2007)

expand the “customer” construct by viewing employees” as “internal customers”. An internal customer is defined as anyone in an organization who is supplied with products or services by distinct organizational departments or by persons working in them. In this sense, the interactions between internal customers within a firm can be designated as internal service encounters (Dimitriades and Maroudas, 2007). Internal customers engage in numerous service encounters to satisfy the many needs they have in the course of carrying out their job responsibilities. These internal encounters include relationships between customer-contact personnel and back-office staff, managers and customer-contact employees”, managers and back-office staff, and for large organizations, between the head office and each branch (Dimitriades and Maroudas, 2007).

The provision of quality internal services to employees” is crucial to the overall success of an organization since service delivered internally culminates in the service level delivered by front-line employees” to the external customer (Voss et al., 2005) .and this leads the job incumbents in each interactions interested/ satisfied with their jobs. While the relationship of front-line employee performance to external service quality is well understood, the role of internal service quality is not yet sufficiently illustrated even its effect on job satisfaction. According to (Bruhn, 2003) cited in Dimitriades and Maroudas, (2007) there are various problems prevalent in internal “customer-supplier” relationships, comprising (amongst others) deficient service quality, inadequate customer orientation, and insufficient autonomy. On this ground, I posit that the relationship between internal service climate and psychological empowerment is worthy of investigation.

Moreover, currently both industry and academia have shown a growing interest in the concept of employee empowerment (Bhatnagar and Sandhu, 2005, Carless, 2004, Dyne and Pierce, 2004, Paul et al, 2000). According to (Rafiq and Ahmed 1998) cited in Dimitriades and Maroudas, (2007) the issue of empowerment of employees” and its application in the services area is relatively underdeveloped. However, now day”s empowerment has become particularly important for services, aiming to control or enhance service quality and customer satisfaction at the point of service production (Klidas et al., 2007). Furthermore, plentiful studies have shown that empowerment increases job satisfaction and reduces role stress (Zeithaml et al, 1988) cited in Hancer and George (2003). Empowerment led to quicker resolution of customer problems

because employees" did not waste time referring customer complaints to managers (Rafiq & Ahmed, 1998) cited in (Dimitriades and Maroudas, 2007).

1.2 Statement of the problem and Research questions

People manage all the resources of the organization for effective and efficient utilizations. Therefore, human resources are the most valuable assets of organizations. Each and every resource has value but the value of the resources is different to one another. On the other hand, peoples in an organization works in a various work environments/conditions that is called service climate. These service climates have either positive or negative effect on employees" satisfaction. Usually, according to various researchers there is positive relationship between service climate and employees" job satisfaction (Dimitriades and Maroudas, 2007, Hui and et al, 2004). This indicates that if internal service climate is poor that is usually described based on the five service quality dimensions (reliability, assurance, tangibles, empathy and responsiveness) the employees" moral, commitment, productivity and job satisfaction are negatively affected.

Now day"s employees" in an organization are more qualified and well experienced to their jobs than ever before (Bhatnagar and Sandhu, 2005). Even in Africa especially Ethiopia number of qualified employees" in various professions is increasing. Therefore, these people are more capable of to perform tasks that are assigned to them effectively and efficiently. They do not wait orders from bosses to perform a task/job. As a result, today, the issue of empowerment is among concerns in workplace which negatively/positively affects the employees" attitude to the job and job satisfactions. If employees" are not empowered in their jobs they may waste more working hours in waiting decisions from bosses. As a result, according to Doughty (2003) employees" moral, productivity and employees" job satisfaction might be deteriorated.

Generally, these two problems are among the major problems that most organizations in Ethiopia are facing. Especially, Ethiopian Electric Power Corporation (EEPCo) is the one that such kind problems need to be examined. Therefore, based on the data collected from the employees" of Ethiopian Electric Power Corporation: the study tried to analyze the effect of internal service climate and psychological empowerment on employees" job satisfaction.

To this end, the research attempted to answer the following leading questions:

- How do employees“ feel about the internal service climate (ISC) and psychological empowerment (PE)?
- What are the major issues in the ISC and PE that affects employees“ job satisfaction in the corporation?
- How do employees“ see empowerment activities within the Corporation?
- Does internal service climate and psychological empowerment have an effect on employees“ job satisfaction?
- Does internal service climate, psychological empowerment and job satisfaction have relationship?
- What is the level of employees“ job satisfaction with the current ISC and PE?

1.3 Objective of the study

The main purpose of this study was to explore the relation and effect of internal service climate and psychological empowerment on employees“ job satisfaction. Specifically, the research was conducted to:

- Identify major issues that affect employees“ job satisfaction resulting from ISC and PE.
- Identify the relationship between ISC and PE.
- Identify the effect of ISC and PE on job satisfaction.
- Know level of employees“ job satisfaction with the current ISC and PE.
- Summarize, conclude and recommend alternative ways to improve employees“ job satisfaction based on findings.

1.4 Research Methodology

1.4.1 Research Design

The purpose of this research was to explore the effect of internal service climate and psychological empowerment on job satisfaction in Ethiopian Electric Power Corporation by studying a sample. The research has been designed as a case study. Case study approach was preferred because it is best method to explore in depth a program, event, activity, process or one or more individuals. Furthermore, case study approach can provide very engaging and rich explorations of a program or issue.

1.4.2 Population and Sample of the participants

For this study, the population was permanent professional employees" who were working in the Head Office and North Addis Ababa District Coordinator Offices of Ethiopian Electric Power Corporation. According to the data collected from the record officer of head office and district coordination office manager of the corporation, currently there are 450 total employees" in the randomly selected one district and head offices of the corporation. Among these, 150s were at the head office and the remaining (300) are in Northern Addis Ababa Region District Coordination Office.

The study was focused on one randomly selected regional district coordinator and head offices of the corporation. A total of 80 self-administered questionnaires (18% of the total population) were distributed to the selected region and the head office employees". The sample size for each office was determined proportionally by taking into consideration the number of employees". Therefore, a total of 26 questionnaires were distributed to the head office employees" that were around 18% of the total employees" and the rest 54 (18% of 300) were distributed to the North Addis Ababa region district coordinator office employees".

In order to ensure the largest possible sample and high return rate with the least amount of administration, a convenience sample was used. The data collection was made by approaching employees" in the staff cafeteria while they were on their meal breaks and asking them to fill out the survey.

1.4.3 Data Collection Instruments

The study was done based on both secondary and primary data sources. It was begun by analysis of secondary data through the detailed review of related literatures. To effectively accomplish it; books, articles, journals, magazines, bulletins and the Corporation"s policy and procedure documents had been reviewed.

Primary data about the effect of internal service climate and psychological empowerment was collected through questionnaire surveys. The questionnaire comprises three sections. These are; Section I, contains demographical questions about the respondents. It includes sex, age, years of work experience, and level of education (qualification). Section II, items incorporates; perceptual responses pertaining to the effect of internal service climate and psychological empowerment on

job satisfaction, based on the measures of Reliability, Assurance, Tangibles, Empathy, and Responsiveness for internal service climate and Meaning, Competence, Impact and Self-determination attributes to measure psychological empowerment. Moreover, related to job satisfaction the following measures were used: satisfaction on work, people, promotion and supervision. For section II, a five point Likert scale that range from 1 (strongly disagree) to 5 (strongly agree) were used. Finally, section III, incorporates an open ended question that gives respondents a chance to give their own explanation to the phenomenon.

1.4.4 Data Analysis

The data analysis of this study was done in a way that its“ deemed objectives have been achieved. Moreover, separate analysis for each individual objective was done properly. Demographic characteristics were summarized using frequencies and percentages for all variables including: age, sex, work experience, and educational level. In analyzing the effect of internal service climate and psychological empowerment on job satisfaction; frequencies, mean, percentages, correlation and regression analysis was deployed. For this purpose, the main statistical tool SPSS (Statistical Package for Social Science) was used.

The results of the interview questions were integrated to the responses of employees” to support the data collected through questionnaires.

1.5 Significance of the Study

The result of this research had been significant to various reasons. Firstly, the study had tried to draw some conclusions and identify areas of job dissatisfactions resulting from the internal service climate and psychological empowerment of the corporation including the relationship between the two independent variables. Therefore, it was signal to the management of the corporation to take remedial action. Secondly, it helps as a source of reference and a stepping-stone for those researchers who want to make further study on the area afterwards. Thirdly, it provided the researcher the opportunity to gain deep knowledge in the area of empowerment, service climate and job satisfaction.

1.6 Limitation of the study

Some external (uncontrollable) factors deterred the smooth implementation of this research as expected. For instance, lack of access to secondary data in the corporation, sampling method chosen inherent limitation (convenience sampling) and poor cooperation of the respondents in filling the questionnaires limit the outcome of the research. Moreover, lack of relevant and up to date literatures was the major constraint during the study.

1.7 Scope of the Study

Most of studies conducted on the issue of service climate and empowerment indicate that it is a very broad concept. Therefore, given the time and financial constraint, the scope of this study was limited to the internal service climate and psychological empowerment effects on individuals' job satisfaction or it is an individual level analysis of the phenomenon.

Moreover, this research was conducted only in: one main regional district coordinator office of Addis Ababa (Northern District) and the Head Office of the Corporation. Therefore, all information of this research is limited only to the internal service climate and psychological empowerment effect on employees' job satisfaction in these two EEPCo offices in Addis Ababa.

1.8 Organization of the Study

The rest of the study was organized as follows: Chapter two reviews the theoretical and empirical literatures on internal service climate, psychological empowerment and job satisfaction. Chapter three deal with the establishment and historical development of Ethiopian Electric Power Corporation. Chapter four includes the primary data analysis. Finally, Chapter five contains Conclusion and Recommendations.

CHAPTER TWO

2 REVIEW OF RELATED LITERATURE

2.1 DEFINITION OF SERVICE, SERVICE ATTRIBUTES AND THE IMPORTANCE OF SERVICE ENCOUNTER PRACTICES

Services are defined as “those economic activities that typically produce an intangible product” Schroeder,(2008), Balachandran, (1999) cited in Dimitriades and Maroudas(2007) .Although as many as 19 different attributes have been proposed to classify services and to distinguish them from goods, a four-category typology of the features that predominantly characterize a service is most commonly employed (Redman and Mathews, 1998 cited in Dimitriades and Maroudas(2007): intangibility, inseparability, heterogeneity and perishability. The most obvious characteristic of services is that they are intangible – they cannot be seen or touched. This poses great problems to service organizations in communicating to the consumer exactly what is on offer, resulting in the consumers’ inability to really evaluate a service until it has been consumed. A second particularity of services is that, frequently, the service consumer cannot be separated from the service producer. Thus, getting close to the customer is an unavoidable feature of service encounters (Redman and Mathews, (1998), cited in Dimitriades and Maroudas(2007). Thirdly, services are different each time they are performed. Lastly, if a service is not consumed it disappears. This economic cost cannot be recovered and is critical to the very survival of the organization.

Services’ intangibility, inseparability and heterogeneity underline the importance of the “human interaction element of service delivery” – the service encounter (Bitner et al., 1990 cited in Dimitriades and Maroudas(2007). The term service encounter is used to denote person-to-person interaction between a customer and an employee of an organization during the acquisition of a service. Indeed, Berry and Parasuraman (1991) cited in Dimitriades and Maroudas(2007) expand the “customer” construct by viewing employees’ as “internal customers”. An internal customer is defined as anyone in an organization who is supplied with products or services by distinct organizational departments or by persons working in them.

In this sense, the interactions between internal customers within a firm can be designated as internal service encounters (Gremler et al., 1995) cited in Dimitriades and Maroudas (2007). Internal customers engage in numerous service encounters to satisfy the many needs they have in the course of carrying out their job responsibilities (Kang et al., 2002). These internal encounters include relationships between customer-contact personnel and back-office staff, managers and customer-contact employees“, managers and back-office staff, and for large organizations, between the head office and each branch. The provision of quality internal services to employees“ is crucial to the overall success of an organization since service delivered internally culminates in the service level delivered by front-line employees“ to the external customer (Voss et al., 2005).

2.1.1 EMPLOYEE EMPOWERMENT

Since, the 1980s, both industry and academia have shown a growing interest in the concept of employee empowerment (Carless, 2004, Klidas et al., 2007, Labianca et al, 2000, Spreitzer, 1996). According to Rafiq and Ahmed (1998) cited in Dimitriades and Maroudas (2007) while management literature is replete with articles on the subject of empowerment of employees“ in manufacturing companies, its application in the services area is relatively underdeveloped.

In the last decade, however empowerment has become particularly important for services, aiming to control or enhance service quality and customer satisfaction at the point of service production. Yet, paradoxically, attempts to gain competitive advantage by enhancing service quality via empowerment can present several problems for service providers (Klidas et al., 2007). First, “there are difficulties in defining the successful service encounter, particularly in the intangible sources of customer satisfaction“. The second problem refers to the quality of the service encounter itself. Whilst there are these differences in defining “successful encounters,“ many writers agree that “empowerment of employees“ seems to offer the prize of generating feelings of commitment to the service encounter” “with the appropriate amount of power and the freedom to use that power” to meet customer needs as they arise (Van Oudshoorn and Thomas, 1993) cited in Dimitriades and Maroudas (2007).

2.1.2 THEORIES OF EMPOWERMENT

According to Hardy et al, (1998), Spreitzer, (1997) cited in Carless, (2004) two distinct, yet related theories of empowerment have been identified. These are the relational approach to empowerment and the motivational or psychological approach. The relational approach is characterized by practices that decentralize power by involving employees" in decision-making. The motivational approach proposes that empowerment is a collection of experienced psychological states or cognitions (Carless, 2004). It focuses on the employee perceptions of their individual power to cope with the events, situations, and people they encounter at work.

However, motivational approach puts less emphasis on delegation of power, instead advocates open communication, inspirational goal setting, and giving encouragement and feedback to increase commitment and involvement (Carless, 2004). It is acknowledged that the two approaches are similar, although the motivational approach is broader and maybe outcomes of the relational approach (Carless, 2004). Thomas and Velthouse (1990) cited in Carless, (2004) developed a model of empowerment in which they proposed there are four psychological cognitions that contribute to enhanced intrinsic motivation. These are meaningfulness, competence, choice/self determination, and impact.

2.1.3 EMPOWERMENT: TYPOLOGIES, DEFINITIONS, MEASURES, ANTECEDENTS AND OUTCOMES.

According to Yoon, (2001), despite its widely recognized role, there has been no consensus on the definition of empowerment. The word has been used with a variety of meanings such as delegation of power, autonomy, leadership skills, team-building experiences, intrinsic motivation or self-determination, internal locus of control, effectance motivation or competency, sense of control, need for power.

Other scholars too have argued that empowerment is the same as power delegation or decentralization of decision-making power. In contrast, the psychological approach recently defines empowerment as "a motivational process of an individual's experience of feeling enabled". Conger and Kanungo (1988) also connect empowerment with a key motivational concept, namely self-efficacy: they define empowerment as "a process whereby an individual's belief in his or her self-efficacy is enhanced".

Empowerment, in short, means increasing self-efficacy, or belief in one's own effectiveness in executing desired behavior (Carless, 2004). Thomas and Velthouse (1990) cited in Carless, (2004) extend this definition, creating a cognitive model of empowerment in which empowerment is defined as "increased intrinsic task motivation". In their model, they identify four cognitive motivational components of empowerment: sense of impact, competence, meaningfulness, and choice (carless, 2004).

2.1.4 A PSYCHOLOGICAL DEFINITION OF EMPOWERMENT

Conger and Kanungo (1988) defined empowerment as the motivational concept of self-efficacy. However, Thomas and Velthouse (1990) cited in Spreitzer (1995) argued that empowerment is multifaceted and that its essence cannot be captured by a single concept. They defined empowerment more broadly as increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual's orientation to his or her work role: meaning, competence (which is synonymous with Conger and Kanungo's self-efficacy), self-determination, and impact (Spreitzer,1995).

- **Meaning**

Meaning is the value of a work goal or purpose, judged in relation to an individual's own ideals or standards (Thomas & Velthouse, 1990) cited in Spreitzer (1995). Meaning involves a fit between the requirements of a work role and beliefs, values, and behaviors.

- **Competence.**

Competence, or self-efficacy, is an individuals' belief in his or her capability to perform activities with skill. Competence is analogous to agency beliefs, personal mastery, or effort-performance expectancy.

- **Self-determination.**

Where competence is a mastery of behavior, self-determination is an individual's sense of having choice in initiating and regulating actions Spreitzer, (1995). Self-determination reflects autonomy in the initiation and continuation of work behaviors and processes; examples are making decisions about work methods, pace, and effort.

- **Impact.**

Impact is the degree to which an individual can influence strategic, administrative, or operating outcomes at work (Spreitzer, 1995). Further, impact is different from locus of control; whereas

impact is influenced by the work context; internal locus of control is a global personality characteristic that endures across situations (Spreitzer, 1995, Pastor, 1996).

In nutshell, psychological empowerment is defined as a motivational construct manifested in four cognitions: meaning, competence, self-determination, and impact. Together, these four cognitions reflect an active, rather than a passive, orientation to a work role. By active orientation, mean an orientation in which an individual wishes and feels able to shape his or her work role and context. The four dimensions are argued to combine additively to create an overall construct of psychological empowerment (Spreitzer, 1995, Pastor, 1996)

Thus, the four dimensions specify a "nearly complete or sufficient set of cognitions" for understanding psychological empowerment (Spreitzer, 1995). Some general assumptions about the definition of empowerment according to Spreitzer, (1995) are: First, empowerment is not an enduring personality trait generalizable across situations, but rather, a set of cognitions shaped by a work environment. Thus, empowerment reflects the ongoing ebb and flow of people's perceptions about themselves in relation to their work environments. Second, empowerment is a continuous variable; people can be viewed as more or less empowered, rather than empowered or not empowered. Third, empowerment is not a global construct generalizable across different life situations and roles but rather, specific to the work domain.

On the other hand, according to Dimitriadis and Maroudas, (2007) Empowerment has been discussed at the organizational, team and individual level of analysis.

A. ORGANIZATIONAL LEVEL ANALYSIS

From an organizational perspective, empowerment has been visualized as:

“ . . . a change management tool which helps organizations create an environment where every individual can use his or her abilities and energies to satisfy the customer. It is a method of developing an environment where customers' needs and concerns are addressed and satisfied as quickly as possible at the point of customer contact. Staffs are free to take opportunities to exceed customer expectations without referring upwards or fearing repercussions from their manager (Cook and Macaulay, 1997). ”

According to Cook and Macaulay (1997), cited in Dimitriades and Maroudas,(2007) organizations which adopt an empowerment approach should have a number of common characteristics: shared vision and values; a customer-focused strategy; leadership relinquishing responsibility, authority and accountability to “the people who are closest to the customer”; a structure with as few as possible layers between the customer and the organization; and an environment which encourages team working and continuous learning.

According to Lashley, (1999) cited in Dimitriades and Maroudas,(2007) Service managers can empower their employees“ by adopting one of two alternative empowerment strategies: either through enhanced “participation,” that is via use of individual and/or team suggestion schemes; quality circles; team briefings, etc. Or through “delaying,” via establishing autonomous work teams and/or by job-redesign (job ownership schemes). Recently, Matthews et al. (2003) cited in Dimitriades and Maroudas, (2007) developed an organizational empowerment scale measuring three environmental factors (dynamic structural framework, control of workplace decisions and fluidity in information sharing) that are related to and affect PE.

B. INDIVIDUAL LEVEL ANALYSIS

At the individual level of analysis, according to Dimitriades and Maroudas, (2007) empowerment literature can be classified into two broad categories: the structural approach (relational empowerment) and the motivational approach (psychological empowerment). In the structural approach empowerment is understood as a re-distribution of power, focusing on the dynamic leader/subordinate relationship. Under this approach empowerment is considered an act: the act of granting power to “less influential or lower-level members of organizations” (Menon and Hartmann, 2002) cited in Dimitriades and Maroudas (2007). Power in an organizational context has been defined as “the ability to affect organizational outcomes” (Mintzberg, 1983) cited in Dimitriades and Maroudas, (2007), stemming from sources such as hierarchical authority, control of resources, and network centrality. Empowering employees“ would thus involve “delegating decision-making authority downward and providing increased access to resources including information, so that employees“ can significantly affect organizational outcomes”. In the motivational approach pioneered by Conger and Kanungo (1988), empowerment was conceptualized as a:

“. . . “Process” – a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information.”

Thomas and Velthouse (1990) cited in Dimitriades and Maroudas, (2007) extended this approach by viewing empowerment as energy. According to these authors empowerment is associated with “changes in cognitive variables (called task assessments), which determine motivation in workers”. Moreover, they developed a model of PE measuring an employee’s sense of meaning, competence, impact, and self-determination.

According to Dimitriades and Maroudas, (2007) Identified antecedents of individual PE may be distinguished into four major categories: person factors, comprising employee demographics and psychological variables; job and/or work role factors; organization factors; and context factors.

C. TEAM LEVEL ANALYSIS

In addition to individual-level models, empowerment researchers also devoted their attention at the team level of analysis (Kirkman et al, 2004). According to Kirkman et al, (2004), the actions of external leaders, the service responsibilities given to teams, team-based human resources, and the social structure of the teams all worked to enhance employee empowerment experiences.

More empowered teams, in turn, were more productive and proactive than less empowered teams and had higher levels of customer service, job satisfaction and organizational and team commitment (Dimitriades and Maroudas,2007)

2.1.5 THE EMPOWERMENT PROCESS

According to Conger and Kanungo, (1988) the need to empower subordinates becomes critical when subordinates feel powerless. Thus, it is important to identify conditions within organizations that foster a sense of powerlessness among subordinates. Once these conditions are identified, empowerment strategies and tactics can be used to remove them. However, removing external conditions is not always possible, and it may not be sufficient for subordinates to become empowered unless the strategies and tactics directly provide personal efficacy information to them.

The process of empowerment can be viewed in five stages that include the psychological state of empowering experience, its antecedent conditions, and its behavioral consequences (Conger and Kanungo, 1988, Pastor, 1996). The five stages are shown in Figure 1.1. The first stage is the diagnosis of conditions within the organization that are responsible for feelings of powerlessness among subordinates. This leads to the use of empowerment strategies by managers in Stage 2. According to Conger and Kanungo (1988) the employment of these strategies is aimed not only at removing some of the external conditions responsible for powerlessness, but also (and more important) at providing subordinates with self-efficacy information in Stage 3. As a result of receiving such information, subordinates feel empowered in Stage 4, and the behavioral effects of empowerment are noticed in Stage 5.

Figure 1.1. Five stages in the process of empowerment

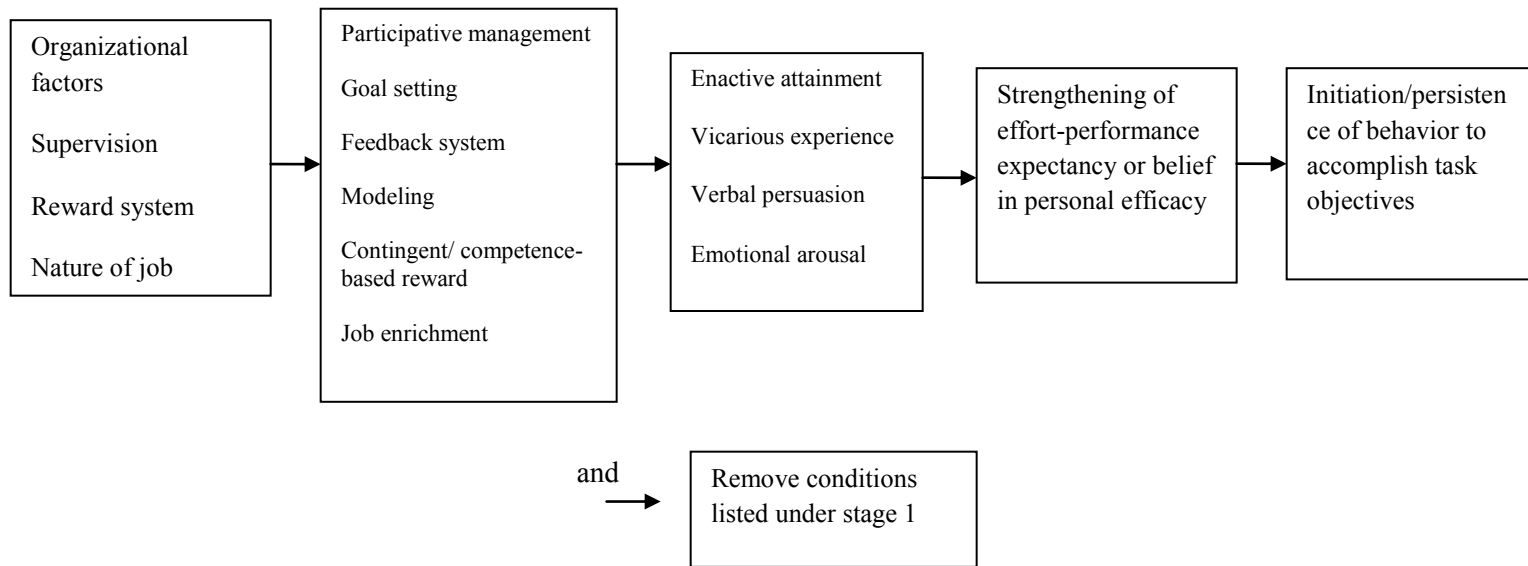
Stage1. Conditions leading to a Psychological state of Powerlessness.

Stage 2. The use of managerial strategies & techniques

Stage 3. To provide self-efficacy inform/n to subordinates using 4 sources

Stage4. Results in empowering experience of subordinate

Stage5. Leading to behavioral effect



Source: Conger and Kanungo (1988)

2.1.6 CONTEXT FACTORS LEADING TO POWERLESSNESS

According to Conger and Kanungo, (1988) there are some specific contextual factors that contribute to the lowering of self-efficacy or personal power among organizational members. For instance, bureaucratic contexts and authoritarian management styles encouraged powerlessness by fostering dependency, the denial of self-expression, negative forms of manipulation, and less meaningful organizational goals. The conditions that decrease self-efficacy were found during major reorganizations, in start-up ventures, and in firms that had authoritarian managers and demanding organizational goals. Moreover, organizational communication systems, network forming arrangements, access to resources, and job design could contribute to employee powerlessness.

In Table 1.1., the principal contextual factors that contribute to the lowering of self efficacy beliefs in organizational members are identified. These are organized into four categories: (a) organizational, (b) supervisory style, (c) reward systems, and (d) job design (Conger and Kanungo, 1988).

See Table 1.1. Below

Context Factors Leading to Potential Lowering of Self-Efficacy Belief
Organizational Factors
<ul style="list-style-type: none"> • Significant organizational changes/transitions
<ul style="list-style-type: none"> • Start-up ventures
<ul style="list-style-type: none"> • Competitive pressures
<ul style="list-style-type: none"> • Impersonal bureaucratic climate
<ul style="list-style-type: none"> • Poor communications/network-forming systems
<ul style="list-style-type: none"> • Highly centralized organizational resources
Supervisory Style
<ul style="list-style-type: none"> • Authoritarian (high control)
<ul style="list-style-type: none"> • Negativism (emphasis on failures)
<ul style="list-style-type: none"> • Lack of reason for actions/consequences
Reward Systems
<ul style="list-style-type: none"> • Noncontingency (arbitrary reward allocations)

• Low incentive value of rewards
• Lack of competence-based rewards
• Lack of innovation-based rewards
Job Design
• Lack of role clarity
• Lack of training and technical support
• Unrealistic goals
• Lack of appropriate authority/discretion
• Low task variety
• Limited participation in programs, meetings, decisions
• that have a direct impact on job performance
• Lack of appropriate/necessary resources
• Lack of network-forming opportunities
• Highly established work routines
• High rule structure
• Low advancement opportunities
• Lack of meaningful goals/tasks
• Limited contact with senior management

Acquisition or merger activity, major changes in organizational strategy, rapid growth, and/or then introduction of significant new products or new management teams. In any case, these events induce significant alterations in organizational structures, communication links, power and authority relations, and the organization's goals, strategies, and tactics (Conger and Kanungo, 1988).

2.2 EMPLOYEE EMPOWERMENT AND INTERNAL SERVICE CLIMATE

According to Dimitriadis and Maroudas, (2007) having empowered contact employees" is a necessary but not sufficient condition of effective service delivery. To respond to customers" needs and expectations, employees" depend on quality internal services (Kang et al., 2002). "The delivery of quality internal services is critical to customer satisfaction since improvements in internal service quality are expected to produce improved external service quality and satisfaction" (Kang et al., 2002).

2.3 JOB SATISFACTION

According to Ivancevich et al, (1990), Job satisfaction (JS) is described as an employee's attitude towards their jobs. Moreover, it results from the perception of their jobs. Thus JS stems from various aspects of the job such as pay, promotion opportunities, supervisor and co-workers.

JS also stems from factors of the work environment such as the supervisors style, policies and procedures, work group affiliation, working conditions and fringe benefits, while numerous dimensions have been associated with JS, five in particular have crucial characteristics. These five dimensions are:

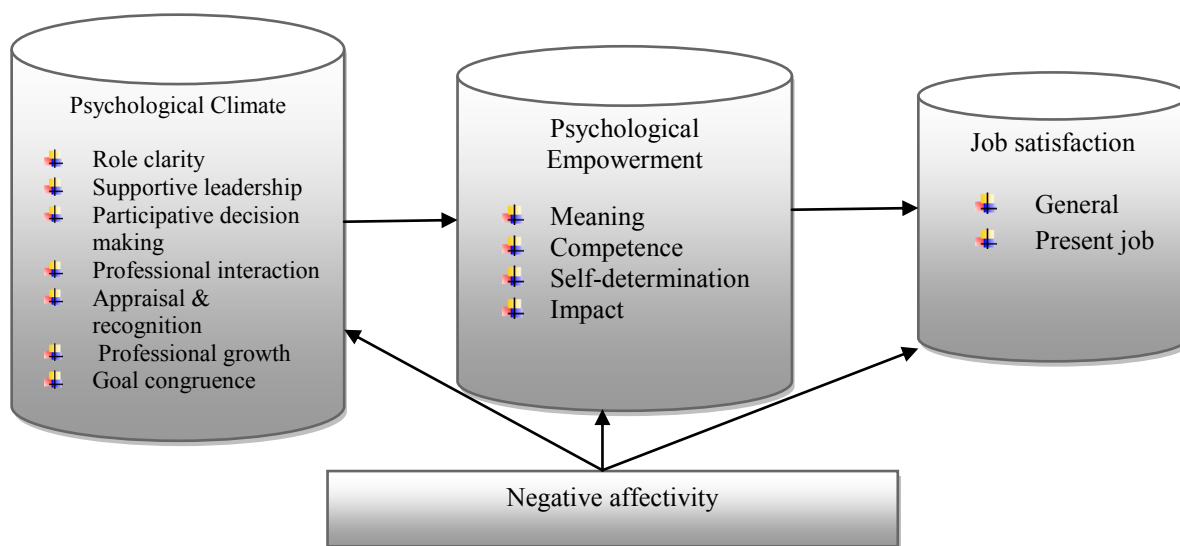
- Pay- the amount of pay received and the perceived equity of pay
 - Job- the extent to which job tasks are considered interesting and provide opportunities for learning and accepting responsibility.
 - promotion opportunities- the availability of opportunities for advancement
 - Supervisor- the abilities of the supervisor to demonstrate interest in and concern about employees". and
 - Co-workers- the extent to which co-workers are friendly, competent and supportive.
- (Ivancevich et al, 1990)

On the other hand, Job satisfaction is defined as an affective reaction to a job that results from the comparison of perceived outcomes with those that are desired (Han et al, 2009). According to Carless, (2004) it is typically defined as the feelings of person has about her or his job. So, it is an emotional state reflecting an affective response to the job situation. The reason job satisfaction has been investigated as an important value is lies in the assumption that increasing employee job satisfaction will improve organizational performance and productivity (Han et al, 2009). Furthermore, studies have revealed that employees" with high organizational commitment had higher levels of job satisfaction and were more likely to contribute to their organization's competitive advantage (Han et al, 2009).

2.4 EMPOWERMENT AND JOB SATISFACTION

The job characteristic model (Hackman & Oldham, 1980) proposed that critical psychological states (e.g., experienced meaningfulness, feelings of responsibility, knowledge of results) influence job satisfaction. Models of empowerment such as Thomas and Velthouse's (1990) cited in Carless, (2004) and Conger and Kanungo (1988) did not explicitly include outcome variables. However, in an extension of their model, Thomas and Tymon (1994) cited in carless, (2004) postulated that empowerment would accrue in higher levels of JS. They state "Because the task assessments [i.e., the facets of empowerment] generate intrinsic rewards associated with the job, they should be positively related to JS". At the team level, Carless (2004) found support for the notion that empowerment is positively related to JS.

Figure 2.1. Model of Psychological Climate, Empowerment and Job Satisfaction (Carless, 2004)



The results clearly demonstrate that employee perceptions of their work environment directly influence their perceptions of empowerment which in turn, influence their level of job satisfaction. These findings provide empirical support for the proposition that environmental variables influence intrinsic task motivation (Conger & Kanungo, 1988; Carless, 2004)

According to Carless (2004) more detailed examination of the facets of empowerment indicates that meaning and competence were the significant predictors of job satisfaction. The findings on impact were ambiguous, it was found to be a significant predictor of present JS, but not general

JS. Of the four components of empowerment, a consistent finding has been that meaning is a significant predictor of JS (Carless, 2004).

In addition, the results suggest that employees“ who believe they can competently perform their work are also likely to experience enjoyment at work. Practical Implications Thomas and Velthouse (1990) cited in Carless (2004) postulate that there are two ways of increasing psychological empowerment. One is to change the employees' thinking processes; the other is change the environment or psychological climate. These findings provide a number of "levers of change" that organizations can undertake to enhance job motivation and job satisfaction. First, at the individual level, managers can ensure that employees“ have a clear understanding of the scope of their job and responsibilities, articulate the overlap between organizational goals and individual goals, demonstrate support for employees“ and encourage participative decision making. Second, at the organizational level, human resource departments can also ensure that employees“ have access to suitable professional development programs. In addition, managers should have access to training in appropriate behaviors, such as participative decision making and supportive leader behavior (Carless, 2004).

According to carless, (2004), negative affectivity has a moderately strong negative influence on psychological climate perceptions; it has no direct impact on empowerment and job satisfaction. However, the standardized indirect effects indicate that negative affectivity has a modest indirect influence on empowerment and job satisfaction.

Therefore, standing form this model presented by Carless (2004) the researcher tried to study the effect of internal service climate and psychological empowerment on job satisfaction. To use the above concept or model on this study the researcher makes slight modification on the model. As the internal service climate and psychological empowerment have an effect on employees“ job satisfactions discussed in the literature, the researcher assumes or considers these two variables as two major independent factors on job satisfaction (dependent factor). Besides to this, the researcher thinks that there is some relationship between the two independent factors (ISC and PE). Diagrammatically, the conceptual framework of the study is presented as follows.

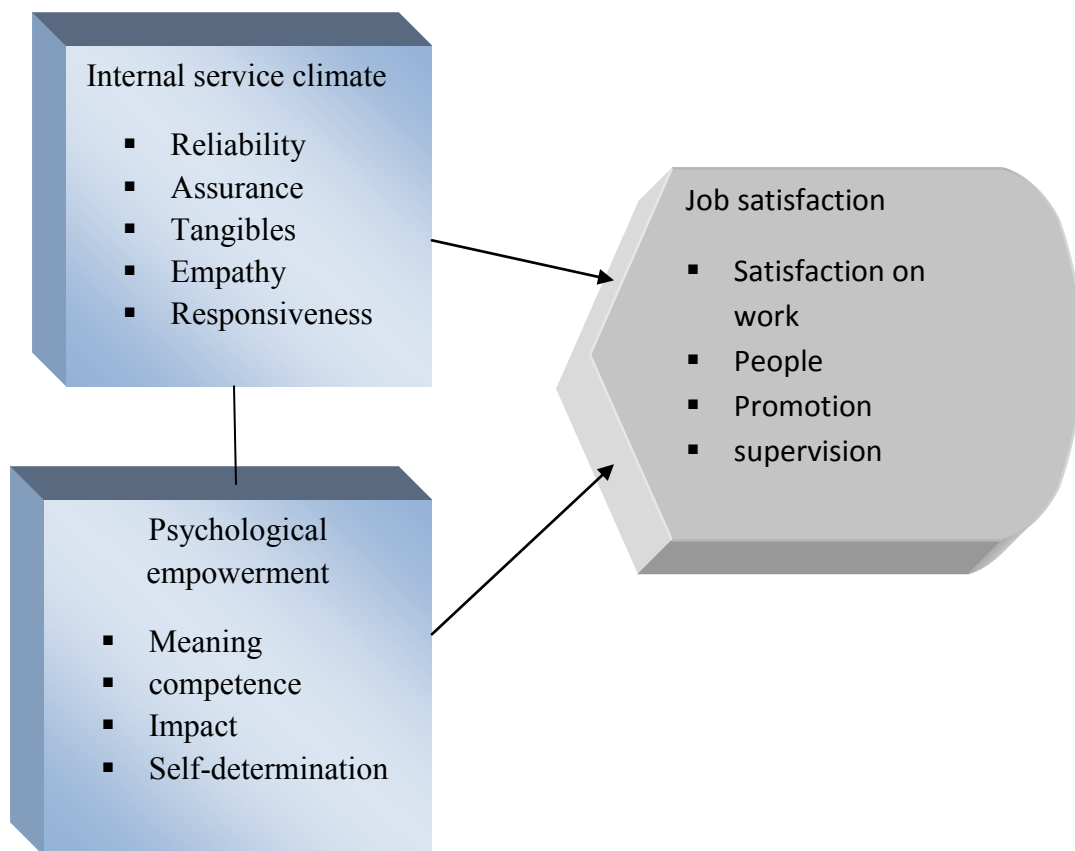


Figure 2.2. Conceptual framework

The original model developed by Carless, (2004) indicates ISC have no direct impact on job satisfaction but it affects indirectly by affecting PE. However, with this study both ISC and PE affects JS directly for various reasons. For instance, ISC are as indicated described with the reliability, assurance, tangibles, empathy and responsiveness if these things in the organization are not good employees“ are not directly satisfied with their jobs. Similarly, usually employees“ in an organization seek independence and freedom on job as results if they are not provided adequate power on their job it is not possible to attempt job satisfaction. Therefore, due to the above reasons the researcher redesigns the model.

On the other hand, ISC and PE are interrelated each other for different reasons. Internal service climate in an organization might be good if employees“ are empowered properly (capable of making decisions and determine the resources to use for their action). On the contrary, if employees“ are empowered they can easily make decisions promptly and execute services with out others referral.

CHAPTER THREE

3 ORGANIZATIONAL BACKGROUND

This chapter primarily focuses on providing background information about Ethiopian Electric Power Corporation (EEPCo).

3.1 Establishment and Historical Development of Ethiopian Electric Power Corporation

Electric power was introduced to Ethiopia in the late 19th century, during the regime of Minilik. The first generator was said given to Minilik around the year 1898 to light the palace. In addition to the use of generators, Minilik got constructed the first Hydro power plant on Akaki River in the year 1922 in order to supply power to small factories that had been established in Addis Ababa. Consequently, the power supply that had been limited to small factories and the palace was extended to public places and major roads in the vicinity of the palace.

However, the effort of the government to extend the power supply to the public was hindered by the Italian invasion of Ethiopia in the years 1936. During this temporary occupation, the Italian company called Coneil overtook the generation and distribution of electric power. The company installed generators at different places and extended the power supply to the then major towns.

After the Italians were driven out from Ethiopia in the year 1941, an organization called Enemy property Administration was established and took over along with other activities the generation and distribution of power to the public.

In the year 1948, an organization that had been vested with the power to administer the enemy property was evolved to an organization called Shewa Electric Power. The new organization Shewa although with limited capacity, managed to increase the power supply not only in Shewa but also other administrative regions. In light of its function, its name was changed to “Ethiopian Electric Light and Power” in the year 1955. Soon after its establishment, the supervision and management of the organization was vested in the Board of Directors appointed by the government. After eight months of its establishment, the Ethiopian Electric light and power was transformed to the “Ethiopian Electric Light and Power Authority”.

The purpose of this newly established authority was to engage in the business of production, transmitting, distributing and selling of electric energy to the public of Ethiopia and carry on any other lawful business incidental or appropriate hereto which is calculated directly or indirectly to promote the interest of the authority or to enhance the value of its properties.

In light of the socio economic development of the country the authority continued to increase the scope of its operation in order to accommodate new changes. After being in operation for about 50 years in this manner, major changes in the objective and structural set up of the organization took place relative to the changes in the socio-economic condition of the country. In this regard, one of the major changes in the economic sector was the transformation of the centralized command economy to the free market driven economy in the year 1987. In order to accommodate the new changes in the environment, the Ethiopian Electric Light and Power Authority was transformed to the Ethiopian Electric Power Corporation by reorganizing its functions on the basis of the principles of commercialization and decentralization. See organizational chart of the corporation in the appendix.

Accordingly, the Ethiopian Electric Power Corporation as public enterprise was established for indefinite duration by regulation No. 18/1997, and conferred with the powers and duties of the previous Ethiopian Electric Light and Power Authority.

The purpose of the corporation is to engage in the business of producing, transmitting, distributing and selling electrical energy in accordance with economic and social development policies and priorities of the government and to carry on any other related activities that would enable it achieve its purpose. At the time of establishment, the authorized capital of the Corporation was 6.1 billion Birr of which 2.67 billion Birr was paid up in cash and kind.

Currently, the annual electricity production capacity of the corporation is about 3981 GWH and the number of customers is about 1.8 million. Although the corporation has been increasing the number of customers by more than 15% annually, but this does not mean that the corporation has met the demand for electric power. Hence, the corporation is required to think and work strategically to meet the power supply need of the socio-economic development of the country.

3.2 The fifty years performance on Energy Generation, Customers Number and Employees' Number in EEPCO

When we see the growth trend of energy generation, during 1970s certain decline had been registered. This may be due to climate condition and political instability during that period. In spite of this, the rate of production was increasing. The following graph shows EEPCO's electric generation for the last fifty years:

EEPCO'S Electric Generation for the last 50 years

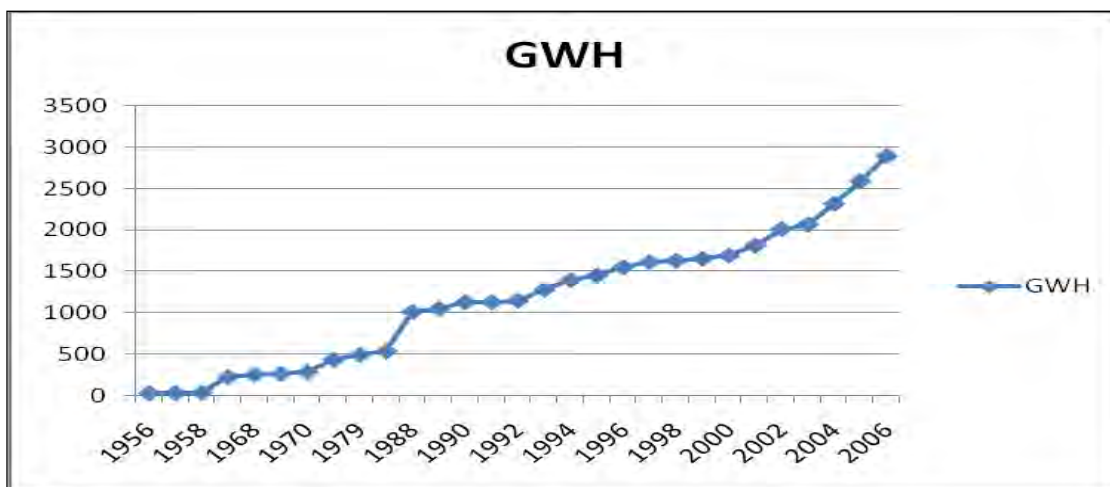


Figure 3.1. Electric generation for the last 50 years

Source: EEPCO's 50th golden jubilee special issue, 2006.

As we see from the above graph, electric generation capacity was 35 GWh in 1956 and in 2006 it significantly increases to 2,890 GWh. After 2006 the capacity continuously grows and reaches 3,981GWh in 2010.

EEPCo's electric generation capacity and sales after 2006

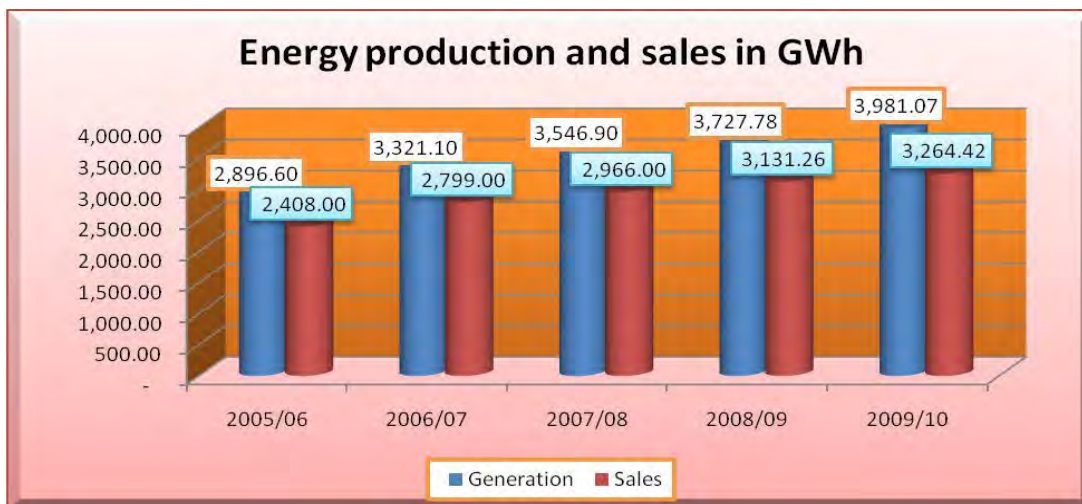


Figure 3.2. Energy production capacity

Source: www.eepco.gov.et

EEPCO customers are categorized under three groups namely Domestic, Commercial and Industrial tariff groups. Most of the customers are found under domestic tariff group. The customer number at the end of 1950s was around 22 thousands. Then increase up to the end of 1970s. A certain decline had been shown at the end of 1980s. Afterwards the customer number increased at an increasing rate. As shown in the graph below, currently the total number of customers at the end of 2010 in the country reaches 1,896, 265.

Customers number in EEPCo over the past fifty four years

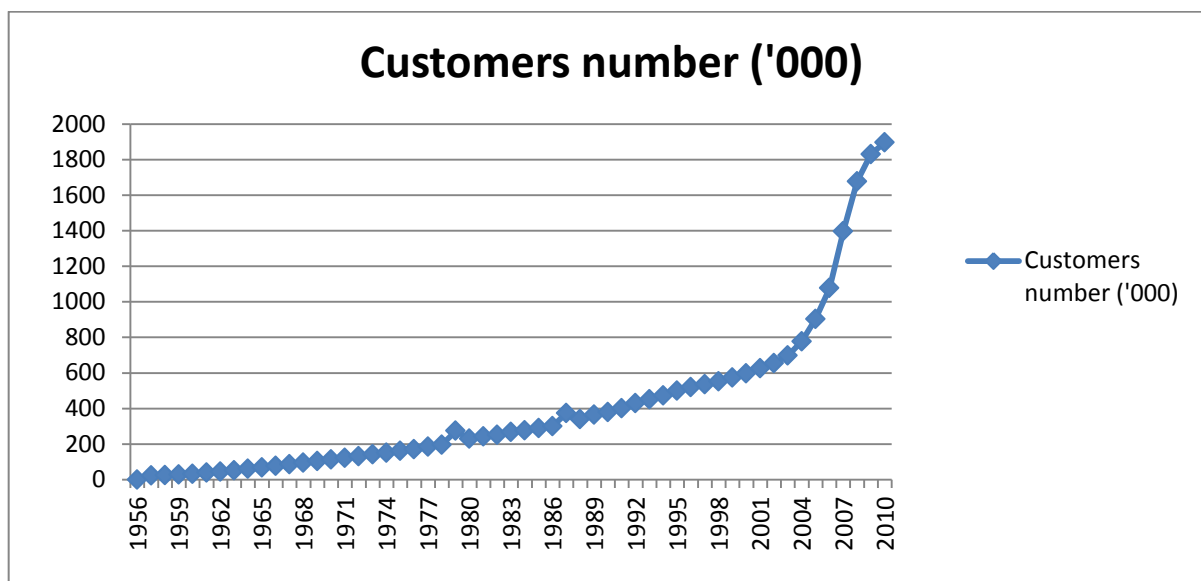


Figure 3.3. Customers' number

Source: EEPCO's strategic Management and programming document

On the other hand, the numbers of employees' are indicated in the following diagram:

Number of Employees' in EEPCo over the past Fifty four years

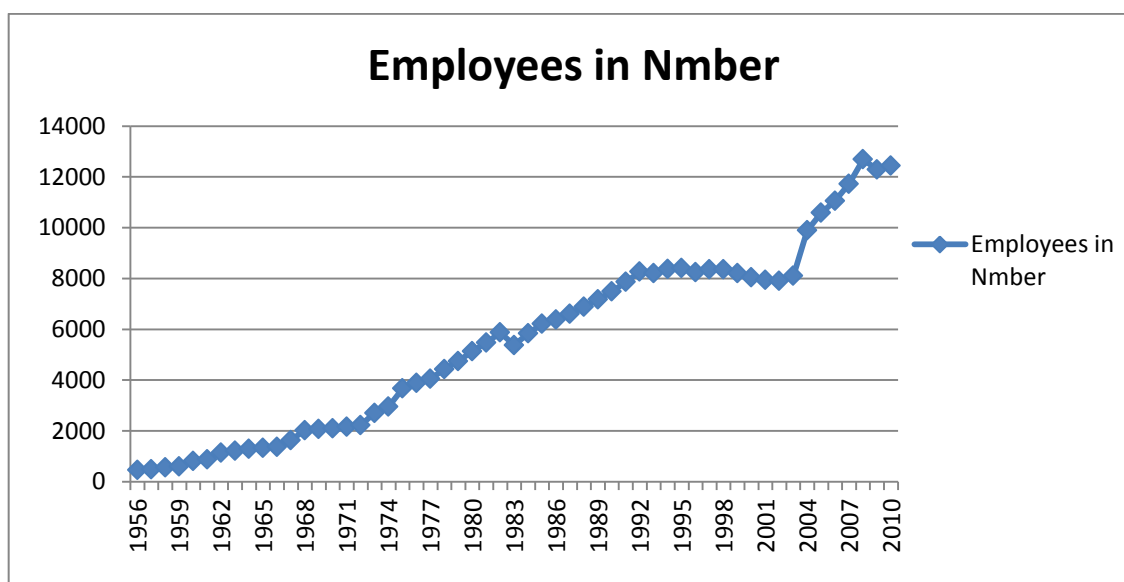


Figure 3.4. Number of employees' in the country

Source: EEPCO's strategic Management and programming document

3.3. Ethiopian Electric Power Corporation's Vision, Mission and Goals

➤ **EEPCo's Vision:**

To be a center of excellence in providing quality electric service at every one's door and being competitive export industry.

➤ **EEPCo's Mission:**

To provide adequate and quality electricity generation, transmission, distribution and sales services, through continuous improvement of utility management practices responsive to the socio-economic development and environmental protection need of the public.

➤ **EEPCo's Goals:**

In order to provide quality service delivery, EEPCo, has formulated clear goals which would enable it to satisfy the customers need and plays its role on the power market. The Corporation has puts six strategic corporate goals: these are

- ✓ Goal 1: To bring institutional change by implementing the capacity building program.
- ✓ Goal 2: To increase the generation capacity to ensure adequate and reliable power supply by implementing the generation program.
- ✓ Goal 3: To have reliable transmission network to transmit the power produced from power plants to consumers by implementing the power transmission program.
- ✓ Goal 4: To ensure quality and reliable power distribution to consumers by implementing the power distribution program.
- ✓ Goal 5: To increase the electricity supply coverage and access by implementing the customer service program and the Universal Electricity Access Program.
- ✓ Goal 6: To enhance the financial capacity of the corporation by executing all scheduled projects within specified budget and time.

CHAPTER FOUR

4 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this section, the data collected through questionnaires, were presented, analyzed and interpreted as follows.

4.1. Demographic Information of the Respondents

The first part of the questionnaire contained demographic information of the participants. Moreover, the questionnaire includes only limited amount of information related to personal and professional characteristics of the respondents. Consequently, the following variables were summarized and described in table 4.1, figure 4.1 and 4.2. These are: gender, age, work experience in the corporation and the highest educational level achieved by employees“.

Table 4.1: Summary of respondents profile by age and gender

		Participants Gender					
		Female		Male		Total	
		Count	%	Count	%	Count	%
Participants age category	Under 25	1	1.7	1	1.7	2	3.3
	25-34	13	21.7	21	35.0	34	56.7
	35-44	1	1.7	10	16.7	11	18.3
	45-54	1	1.7	9	15.0	10	16.7
	55 and above	0	.0	3	5.0	3	5.0
	Total	16	26.7	44	73.3	60	100.0

About 73.33% of the respondents were male and the remaining 26.67% of the respondents are female. Regarding the age of the participants, most of the groups (56.67%) were found within the age range of 25-34 years. The age range between 35-44 covered 18.33% of the total respondents while 16.67% and 5% of the respondents found under the age range of 45-54 years and 55 and above, respectively. On the other hand, 2 newly hired individuals (3.33%) were reported in less than 25 years age category. From this, it is possible to infer that the majority of workforce

compositions of the respondents are young (categorized under middle age category). Thus, they urge good internal service climate which attracts and encourages them for higher responsibilities with freedom on their jobs.

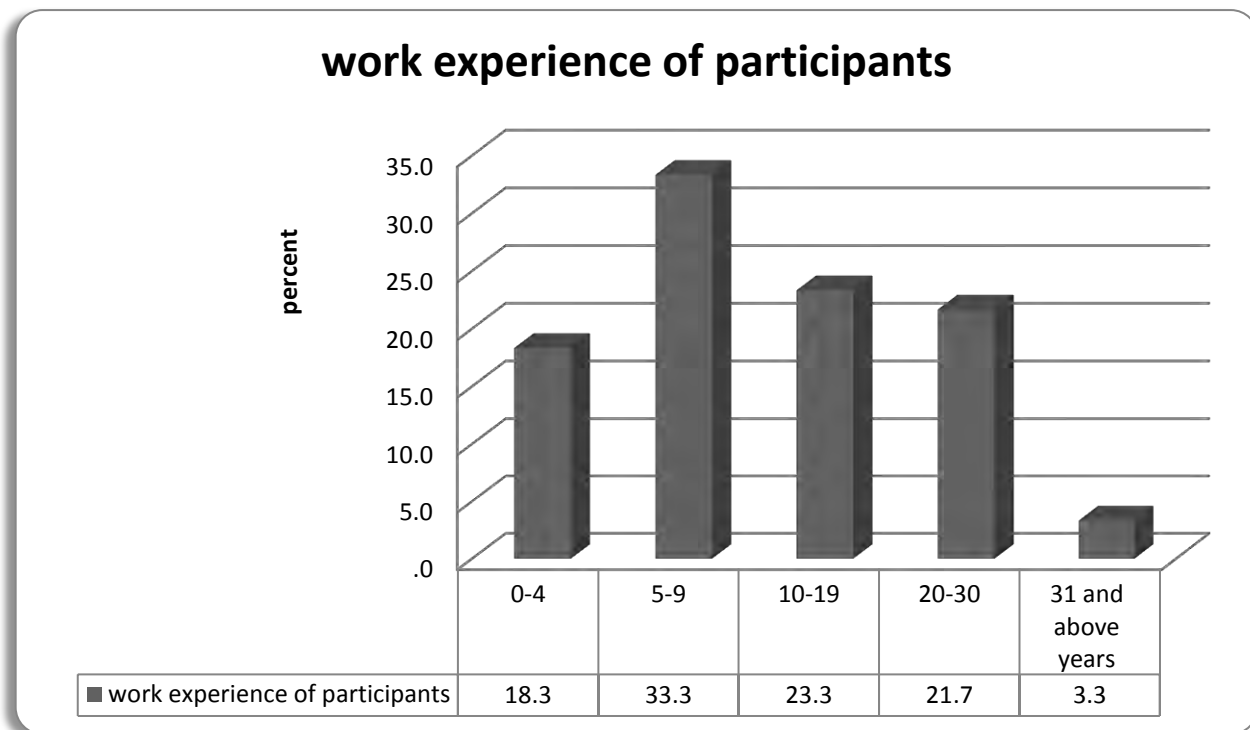


Figure 4.1 Work experience

The above figure indicates that the majority (n=20, 33.3%) of the respondents have been working in the corporation for the last 5-9 years. Similarly, 14 (23.3%) and 13 (21.7%) of them are working in the Corporation for the year between 10 - 19 and 20-30 years, respectively. On the other hand, (n=11, 18.3%) individuals indicated they had been working in the corporation between 0 to 4 years and (n=2, 3.3%) were serving for more than 31 years. This indicates the employees of the corporation have more experience and are familiar with the work environment of the corporation. Work experience can improve employee's confidence on their jobs.

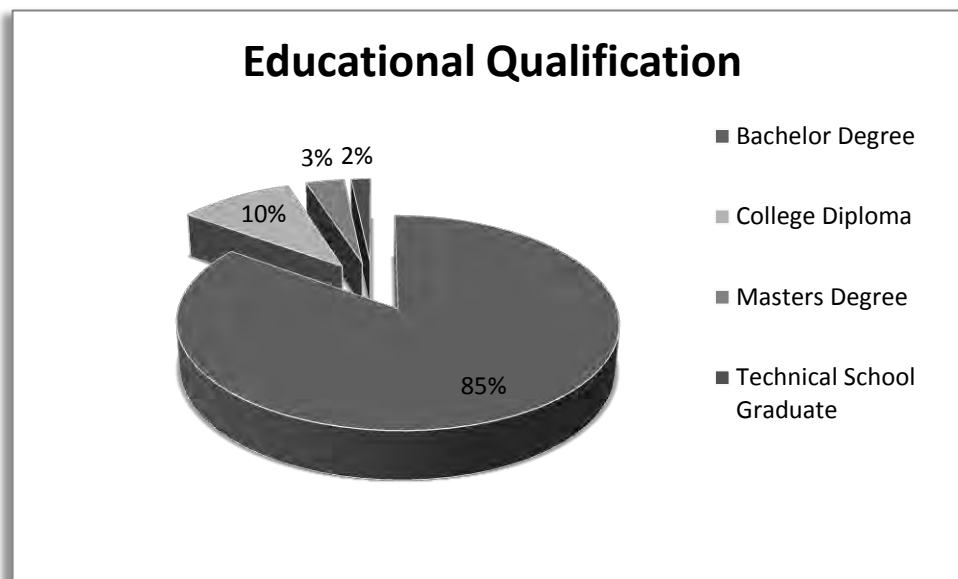


Figure 4.6 Educational qualifications of employees'

As the above figure portrays, majority of respondents were first degree holders ($n=51$, 85%) where as 10% and 3.33% of the respondents are college diploma holders and masters degree graduates respectively. Only one (1.67%) individual was identified to have technical school graduate. Therefore, these indicate that the corporation employees" are more of first degree holders and they are experienced.

Given the fact, the majority of the workforces are young (see Table 4.1) with college diploma and BA/BSc Degree (see Figure 4.2), it is not cynical that employees" furnish high concern for participation in decision making on the affair of their jobs and also they seek good enough attractive working climates in the corporation. Therefore, these create burden to the EEPCo in satisfying employees" interest. Moreover, such demand creates an opportunity for EEPCo to enhance employees" job satisfaction through empowering and improving internal service climate.

4.2 Employees' response to internal service climate and psychological empowerment effect on job satisfaction

In this section, employees' response to the major issue of the topic „internal service climate and psychological empowerment effect on employees' job satisfaction" was presented in detail. In addition to this, the relationship between internal service climate and psychological empowerment and its effect on employees' job satisfaction was determined.

Responses of employees' were measured on five point Likert scale with 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5 = Strongly Agree. To make an easy interpretation, the following range of values was assigned to each scale: 1.50 or below = Strongly Disagree; 1.51- 2.50 = Disagree; 2.51- 3.50 = Neutral; 3.51 – 4.50 = Agree; and 4.51 and above = Strongly Agree.

4.2.1 Employees' level of agreement on internal service climate

	Co-workers provide service that is promised		Co-workers are dependable for handling my problems		Co-workers perform services right the first time, to avoid having to make corrections later		Co-workers provide correct and necessary information		Co-workers are reliable	
	Count	%	Count	%	Count	%	Count	%	Count	%
Str. Disagree	3	5.0	2	3.3	2	3.3	3	5.1	5	8.3
Disagree	7	11.7	8	13.3	10	16.7	5	8.5	5	8.3
Neutral	21	35.0	23	38.3	22	36.7	16	27.1	12	20.0
Agree	19	31.7	21	35.0	21	35.0	28	47.5	28	46.7
Str. Agree	10	16.7	6	10.0	5	8.3	7	11.9	10	16.7
Total	60	100.0	60	100.0	60	100.0	59	100.0	60	100.0

	N	Min.	Max.	Mean	Std. Deviation
Co-workers provide service that is promised	60	1	5	3.43	1.064
Co-workers are dependable for handling my problems	60	1	5	3.35	.954
Co-workers perform services right the first time, to avoid having to make corrections later	60	1	5	3.28	.958
Co-workers provide correct and necessary information	59	1	5	3.53	.989
Co-workers are reliable	60	1	5	3.55	1.126

As the table illustrates, large number of respondents are neutral with the statement that ‘Co-workers provide service that is promised’. There is confusion on selecting neither agree nor disagree, but 31.7% of the rest respondents were answered agreed to the statement. The mean values 3.43 with standard deviation of 1.06 supports mass number of respondents are neutral. This infers that the service quality provided by co-workers for internal users are not satisfactory.

Concerning the co-workers dependable service to handle individual problem of staffs 38.7 % and mean value of 3.35 with standard error of 0.95 indicates neutral. It infers that coworkers are not providing sufficient dependable service to coworkers in the internal issue of the corporation. The mean value of 3.28 for the question „Co-workers perform services right the first time to avoid having to make corrections later“ indicates that employees“ are not as such reliable or doesn“t give attention to their jobs.

On the contrary, majority of respondents agreed on the questions raised to evaluate the provision of correct, necessary and reliable information to the internal users. The mean values of 3.52 and 3.55, respectively, point outs mass of respondents agreed with the idea.

Therefore, all questions raised above to evaluate the reliability of coworkers indicate on average the ability of co-workers to perform the promised service to the internal consumers dependably and accurately without error was generally satisfactory but not enough. It is quite clear that such reliability of coworkers enhances efforts to attain the objective of the organization that leads employee“s job satisfaction.

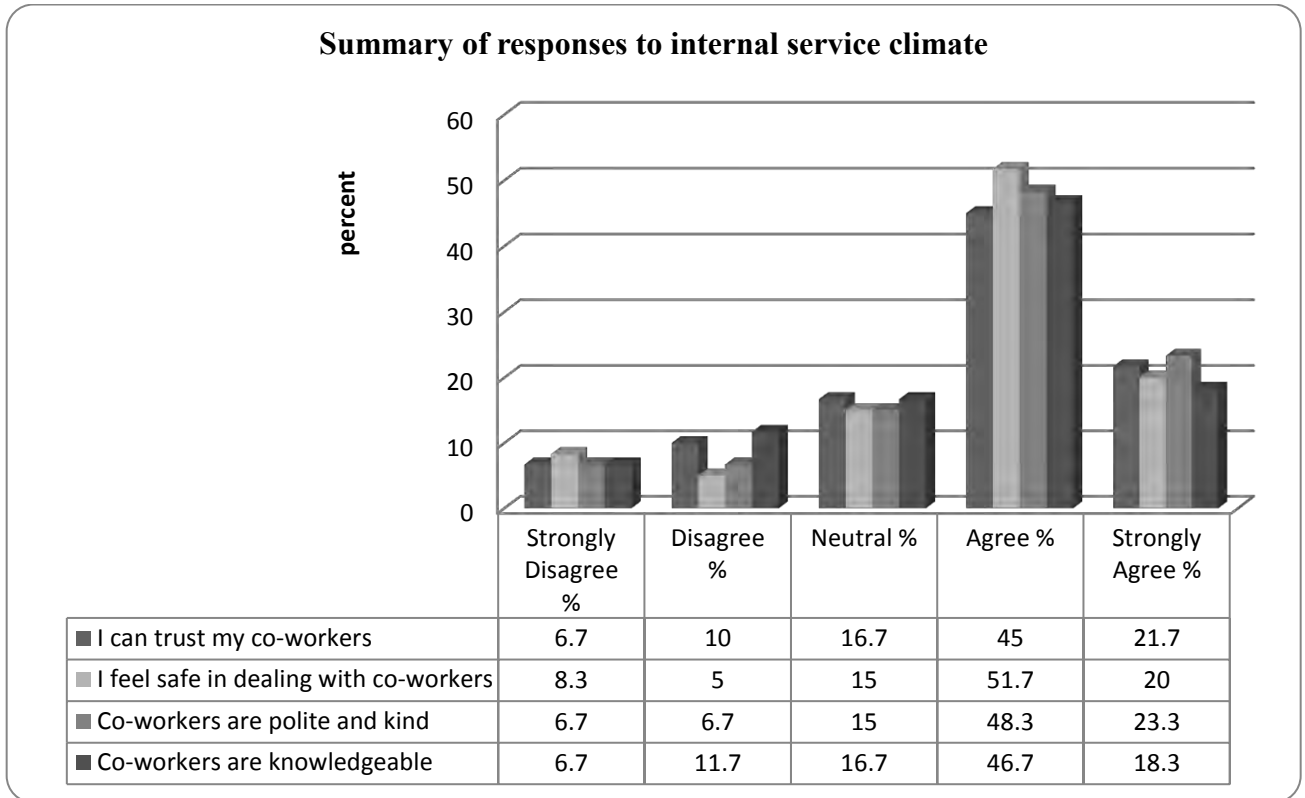


Figure 4. 3 internal service climate

Table 4.4 Descriptive Statistics of internal service climate assurance

	N	Min.	Max.	Mean	Std. Deviation
I can trust my co-workers	60	1	5	3.65	1.132
I feel safe in dealing with co-workers	60	1	5	3.70	1.109
Co-workers are polite and kind	60	1	5	3.75	1.099
Co-workers are knowledgeable	60	1	5	3.58	1.124

Concerning the knowledge and courtesy of the company’s employees and their ability to convey trust and confidence/assurance in the service climate, the above figure 4.3 indicates that more than half of the respondents to all questions agreed positively. Consistently, when we see the mean value of each question, the result indicates more than 3.51 and less than 4.50 which are generally labeled as agreed to our analysis. Therefore, the major indication of these was knowledge and courtesy of coworkers and their ability to convey trust and confidence was good in the organization.

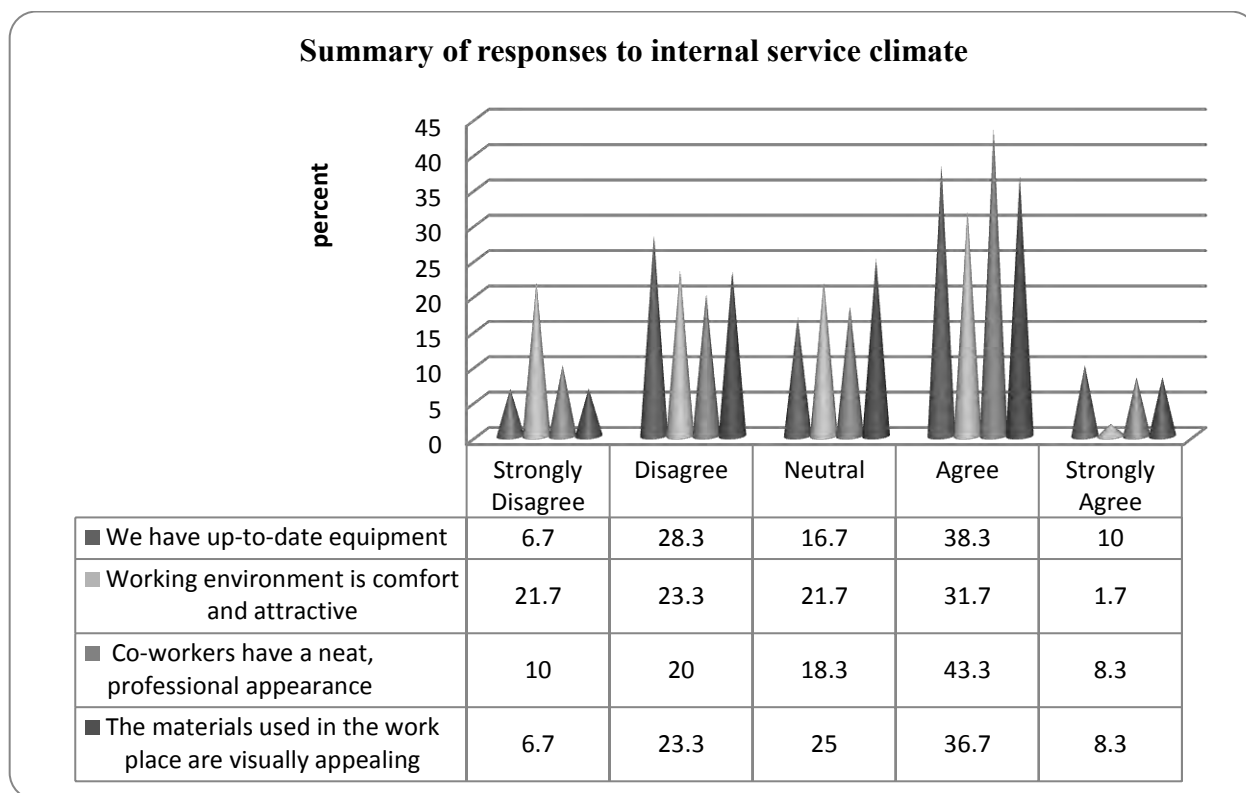


Figure 4. 4. Internal service climate

Table 4.5 Descriptive Statistics of internal service climate tangibility					
	N	Min.	Max.	Mean	Std. Deviation
We have up-to-date equipment	60	1	5	3.17	1.152
Working environment is comfort and attractive	60	1	5	2.68	1.186
Co-workers have a neat, professional appearance	60	1	5	3.20	1.162
The materials used in the work place are visually appealing	60	1	5	3.17	1.092

From the figure 4.4 presented above, we can understand that large numbers (38.3%) of respondents are agreed on the statement that „we have up-to-date equipment“. However, 28.3% of respondents become disagreed. Other 10%, 16.7% and 6.7% of respondents are also replied strongly agree, neutral and strongly disagree respectively. Moreover, the mean response of the question 3.17 (see table 4.5) indicates on average the employees“ of the organization are neither satisfied nor dissatisfied with equipments they are utilizing in the workplace. According, to my observation the equipments used in the corporation like computers, printers, tables and chairs are not working properly and they are old. Similarly, the idea that express working environment of the organization is comfortable and attractive gets opposition from 45% of respondents and support from 33.4% of respondents, but 21.7% of the respondents replied neutral to the

question. The mean value of all respondents 2.68 indicates the work environment was neither comfortable and attractive nor uncomfortable and unattractive (ugly).

Besides to this, respondents were asked their level of agreements on Co-workers neatness, professional appearance. Therefore, 43.3% of them responded agreed employees" are neat and professional appearance. Yet, 30% of the rest respondents agreed to the statement negatively (strongly disagree and disagree). The mean response of the participants to the question 3.20 with standard deviation of 1.16 (see table 4.5) inference on average employee"s neatness and professional appearance was well in the organization even though some are not good.

Since, arrangement of materials and equipments (layout) affects both employees" interest and work, the last question was concerning to the materials layout. It is a physical arrangement of materials, equipments and facilities in the workplace. To this end, large number (45%) of respondents agreed positively and (30%) of the rest are agreed negatively to the question that „the materials used in the work place are visually appealing". But, one fourth of the total respondents are still neutral of the agreement both neither to positively nor negatively. On the same direction, an average response of the employees" 3.17 indicates they were neutral of the agreement. This means employees" are not satisfied with the current arrangement of materials and equipments in the corporation but it does not make them dissatisfied.

In a nutshell, equipments used in the corporation, the working environment and the appearance of the company"s physical facilities, equipments and personnel are not as attractive and appealing but does not dissatisfy employees".

	Co-workers are sincerely concerned about problems		We have convenient working hours		Co-workers give me individual attention		Co-workers seem to have each other's best interests in mind		Co-workers are sensitive to my work-related needs	
	Count	%	Count	%	Count	%	Count	%	Count	%
Str. Disagree	1	1.7	1	1.7	7	11.7	6	10.0	9	15.0
Disagree	10	16.7	3	5.0	4	6.7	7	11.7	4	6.7
Neutral	17	28.3	8	13.3	13	21.7	18	30.0	23	38.3
Agree	23	38.3	27	45.0	29	48.3	23	38.3	20	33.3
Str. Agree	9	15.0	21	35.0	7	11.7	6	10.0	4	6.7
Total	60	100.0	60	100.0	60	100.0	60	100.0	60	100.0

	N	Min.	Max.	Mean	Std. Deviation
Co-workers are sincerely concerned about problems	60	1	5	3.48	1.000
We have convenient working hours	60	1	5	4.07	.918
Co-workers give me individual attention	60	1	5	3.42	1.154
Co-workers seem to have each other's best interests in mind	60	1	5	3.27	1.118
Co-workers are sensitive to my work-related needs	60	1	5	3.10	1.130

As clearly demonstrated in the table, large number (38.3%) of respondents are answered agree to the statement that „Co-workers are sincerely concerned about problems“. Similarly, not small (28.3% and 16.7%) number of respondent's replied neutral and disagree to the statement. The average replies value 3.48 (see table 4.7) indicates the employees of EEPCo are sincerely concerned about problems but the concern they provide is not enough compared to the condition in the organization.

Even though, working hours is determined by government, it was included in the questionnaire to know the level of agreements on the conveniences. Accordingly, 6.7% of respondents replied it is inconvenient. The other 13.3% replied neutral of the agreement either positively or negatively. However, the mean value of responses indicates that working hour of the corporation is convenient.

Likewise, question correlated to the empathy-like; co-workers give me individual attention, co-workers seem to have each others best interests in mind and Co-workers are sensitive to my

work-related needs got on average neutral. This implies that employees in the organization are not as such satisfied and morally confident to speak out they are best interests each other and sensitive to work related needs. If employees in the organization are not sensitive to work related needs and cannot have best interest each other, it is difficult to achieve and maintain employee's job satisfaction. Generally, the compassionate, and individualized attention that the company provide to its internal customers are not enough and attractive.

Table 4.8 responses to internal service climate to responsiveness

	My communication with co-workers is appropriate, accurate, and clear		Co-workers respond quickly and efficiently to my requests		Co-workers are willing to help me		Co-workers are willing to accommodate special requests and needs	
	Count	%	Count	%	Count	%	Count	%
Str. Disagree	4	6.7	5	8.3	3	5.0	5	8.3
Disagree	6	10.0	10	16.7	12	20.0	9	15.0
Neutral	6	10.0	9	15.0	13	21.7	16	26.7
Agree	30	50.0	32	53.3	25	41.7	24	40.0
Str. Agree	14	23.3	4	6.7	7	11.7	6	10.0
Total	60	100.0	60	100.0	60	100.0	60	100.0

Table 4.9 Descriptive Statistics of internal service climate responsiveness

	N	Min.	Max.	Mean	Std. Deviation
My communication with co-workers is appropriate, accurate, and clear	60	1	5	3.73	1.133
Co-workers respond quickly and efficiently to my requests	60	1	5	3.33	1.100
Co-workers are willing to help me	60	1	5	3.35	1.087
Co-workers are willing to accommodate special requests and needs	60	1	5	3.28	1.106

The illustration in the above table reveals, half percent of the respondents replied that the communication with co-workers is appropriate, accurate and clear. But, 16.7% of the respondents were disagreed the idea. They said communication is not appropriate, accurate and clear between co-workers in the corporation. Besides of this, 10% of respondents are said indifferent. Finally from descriptive statistics result of the responses we can say that on average communication between co-workers were effective.

According to the figures stated in the table for second questions „Co-workers respond quickly and efficiently to my requests“, 53.3% of respondents agreed and 6.7% are strongly agreed. However, 15% were not replied positively or negatively; they are indifferent. Furthermore, one quarter of the respondents agreed negatively to the item. The mean value of all responses 3.33(see table 4.9) with standard deviation of 1.1 infers that employees“ are not satisfied with the speed and efficiency of co-workers.

Responses of the last two questions which are stated in the table, „Co-workers are willing to help me and Co-workers are willing to accommodate special requests and needs“ indicate that mass number of respondents replied agreed to both questions. But, the average answers of respondents to the questions were 3.35 and 3.28 respectively. These values indicate that co-workers“ willingness to help and accommodate special requests and needs of their subordinates is not as such good in the corporation.

Generally, internal communication of employees“ in the corporation was attractive and good but the willingness to help and accommodate special requests and needs of their subordinates is not good. In other words, there is no insubordination of employees“ in the corporation.

4.2.2 Employees' response to psychological empowerment

Psychological empowerment was defined as – a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information. Removals of potential powerlessness thinking of employees“ in work place also lead employees“ to have job satisfaction. Employee“s psychological empowerment was measured through four major variables. These variables are meaning, competence, impact, and self-determination. Consistently, EEPCos employees“ were asked to respond to these variables and the responses are presented as follows.

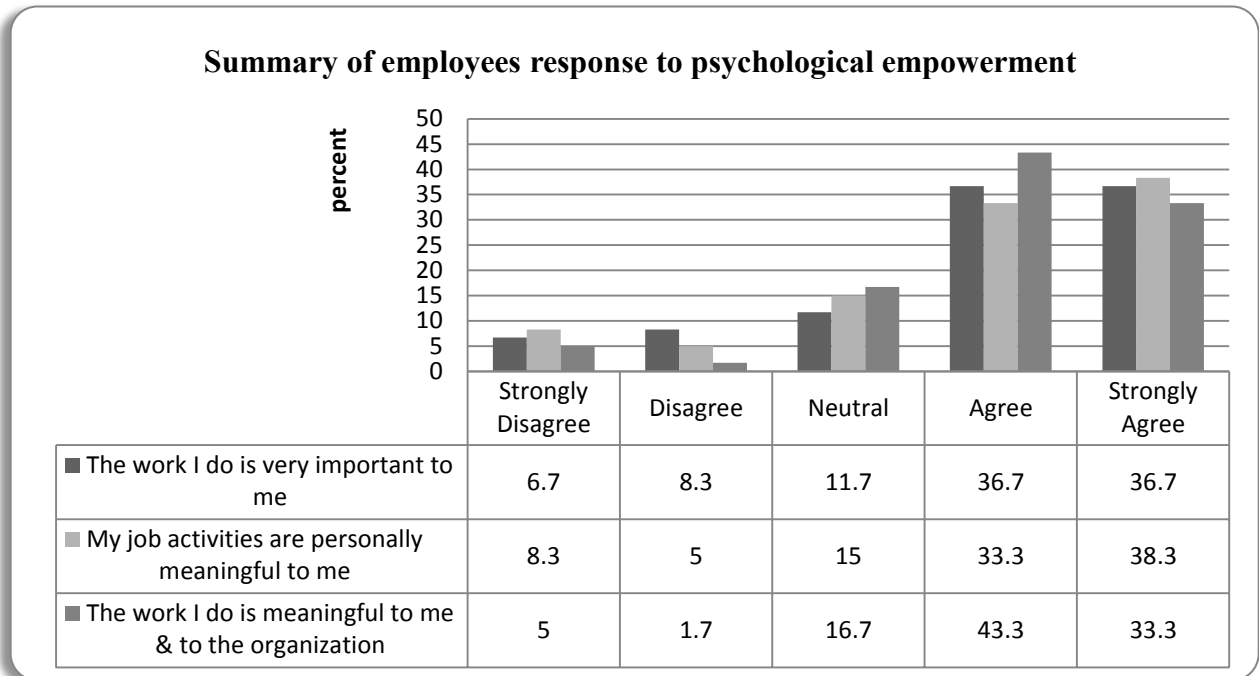


Figure 4.5 Psychological empowerment (meaning)

	N	Min.	Max.	Mean	Std. Deviation
The work I do is very important to me	60	1	5	3.88	1.195
My job activities are personally meaningful to me	60	1	5	3.88	1.223
The work I do is meaningful to me & to the organization	60	1	5	3.98	1.017

As figure 4.5 depicts, to the first question „the work I do is very important to me“; there are two equal percent answers. These are strongly agreed and agree with percent of 36.7 each. The rest 11.7%, 8.3% and 6.7% of the respondents were answered neutral, disagree and strongly disagree respectively. Furthermore, the mean value of 3.88 (see table 4.10) indicates an average response of agreement among the respondents. From this, one can easily understand that majority of employees“ of the corporation have some level of value to the work what they perform in the corporation. In other words they believed that the work what they did in the corporation was source of experience to their own career path and also contributing to accomplishment of the company“s objective.

On the other hand, majority of the respondents 38.3% strongly agreed and 33.3% of others agreed to the idea that „my job activities are personally meaningful to me“ but 15%, 5% and 8.3% responds said neutral, disagree and strongly disagree. The mean value response 3.88 (table 4.10) indicates people are agreed on the importance of the jobs.

Similarly, 43.3% of the respondents answered agree to the question that, „the work I do is meaningful to me & to the organization“. The next highest response rate to this question was 33.3% strongly agree. However, the rest 16.7%, 5% and 1.7% of the respondents said neutral, strongly disagree and disagree respectively. The mean response of the participants indicates 3.98 (table 4.10) which was generally labeled as agree (agreement) to the question among respondents.

In general, when we see the average response of employees“ to the meaning of work what they perform in the corporation they have some level of attentions. They believed the work what they perform in the corporation has significant to the organization and to them. Therefore, knowing this makes them have some level of initiation, attention and power in the corporation progress to achieve its objective.

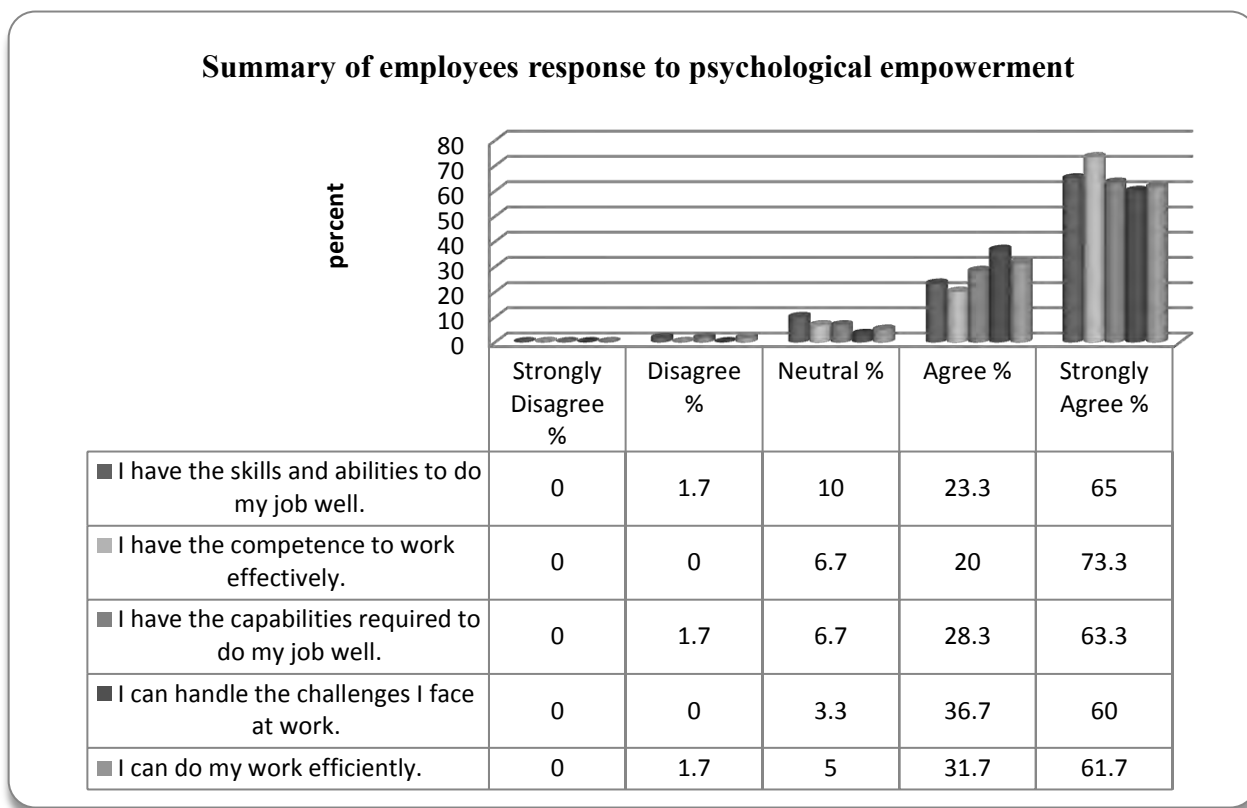


Figure 7.6 psychological empowerment (competence)

	N	Minimum	Maximum	Mean	Std. Deviation
I have the skills and abilities to do my job well.	60	2	5	4.52	.748
I have the competence to work effectively.	60	3	5	4.67	.601
I have the capabilities required to do my job well.	60	2	5	4.53	.700
I can handle the challenges I face at work.	60	3	5	4.57	.563
I can do my work efficiently.	60	2	5	4.53	.676

As figure 4.6 displays, the question that „I have the skills and abilities to do my job well“. Majority of respondents 65% are answered strongly agreed and 23.3% of participant said agree. But, other 10% and 1.7% of respondents were responded neutral and disagreed respectively. The mean value of the respondents on the other hand indicates 4.52 (see table 4.11) which is employees“ on average strongly agrees to the question.

Similarly, 73.3% of the participants responded strongly agreed to the question „I have the competence to work effectively“. Other 20% of respondents also said agree and the rest 1.7% are neutral. However, no one selected disagree or strongly disagree in the alternatives of the question. As a result the mean value of the respondents indicates strongly agree (4.67) to the idea.

Majority of respondents 63.3% selected strongly agree and 28.3% of others also replied agree to the third competence question. The rest people 6.7% and 1.7% of respondents are said neutral and disagree to the question that „I have the capabilities required to do my job well“. Thus, it implies that the average number of employees“ response to the question was strongly agreed. These mean employees“ of the corporation are confident with their own competence.

Likewise, for the question „I can handle the challenges I face at work“, 60% replied strongly agree and the rest 36.7%, 3.3% were replied agree and neutral respectively. But there is no reply of disagree nor strongly disagree to the question. Consistently, the mean value of the response to the question 4.57(see table4.11) implies that employees“ were strongly agreed.

The final question raised to respondents about competence was „I can do my work efficiently“. Thus, most of them 61.7% are said strongly agree, and also 31.7%, 5%, and 1.7 % were said agree, neutral and disagree respectively. The average employee response (mean value) to the question indicates 4.53 which were strongly agree and it infers employees“ of the corporation are on average efficient resource users.

To conclude, employees“ of the corporation even though they are young and first degree holders they are confident of their ability. They are competent to the jobs they work in the organization.

	My impact on what happens in my department is high		I have a great deal of control over what happens in my department		I have significant influence over what happens in my department		I have significant influence over my job	
	Count	%	Count	%	Count	%	Count	%
Str. Disagree	5	8.3	9	15.0	9	15.0	3	5.0
Disagree	7	11.7	8	13.3	8	13.3	7	11.7
Neutral	11	18.3	9	15.0	12	20.0	7	11.7
Agree	21	35.0	23	38.3	21	35.0	25	41.7
Str. Agree	16	26.7	11	18.3	10	16.7	18	30.0
Total	60	100.0	60	100.0	60	100.0	60	100.0

	N	Minimum	Maximum	Mean	Std. Deviation
My impact on what happens in my department is high	60	1	5	3.60	1.238
I have a great deal of control over what happens in my department	60	1	5	3.32	1.334
I have significant influence over what happens in my department	60	1	5	3.25	1.310
I have significant influence over my job	60	1	5	3.80	1.147

As it clearly presented in the above tables, most of the respondents replied positively for the statements describing „my impact on what happens in my department is high“. For the statement „I have a great deal of control over what happens in my department“, large numbers (38.3%) of the respondents were agreed while 15% of the respondents argue that they have no great deal of controls. A mean value of 3.32 also indicates most of the respondents are indifferent.

Regarding the influence of employees' over what happens in the department, 35% of the respondents were agreed positively. However, the mean value of 3.25 shows mass employees' are neutral of agreement. To the individual level questions that „I have significant influence over my job“, mass of respondents agreed with the statement and also the mean value 3.80(see table 4.13) indicates positive answers of the respondents outweighs. In general, it is possible to say that the impacts of employees' on their job, responsibilities and departments affair are good.

	I have significant autonomy in determining how I do my job.		I can decide on my own how to go about doing my work.		I have considerable opportunity for independence and freedom in how I do my job.		I can influence decisions taken in my department.		I can influence the way work is done in my department.	
	Count	%	Count	%	Count	%	Count	%	Count	%
Str. Disagree	7	11.7	3	5.0	5	8.3	9	15.0	6	10.0
Disagree	9	15.0	13	21.7	9	15.0	11	18.3	11	18.3
Neutral	8	13.3	5	8.3	10	16.7	20	33.3	17	28.3
Agree	23	38.3	23	38.3	28	46.7	12	20.0	15	25.0
Str. Agree	13	21.7	16	26.7	8	13.3	8	13.3	11	18.3
Total	60	100.0	60	100.0	60	100.0	60	100.0	60	100.0

	N	Min.	Max.	Mean	Std. Deviation
I have significant autonomy in determining how I do my job.	60	1	5	3.43	1.307
I can decide on my own how to go about doing my work.	60	1	5	3.60	1.238
I have considerable opportunity for independence and freedom in how I do my job.	60	1	5	3.42	1.154
I can influence decisions taken in my department.	60	1	5	2.98	1.242
I can influence the way work is done in my department.	60	1	5	3.23	1.240

The table above clearly demonstrates, majority (38.3%, n=23, mean= 3.43) of the respondents was agreed with the autonomy they have to determine how to do their jobs. In the same way, mass numbers of respondents (38.3%) were agreed with the statement „I can decide on my own how to go about doing my work“. A mean value of 3.60 to the same question indicates on average respondents were agreed positively to the statement.

Likewise, large number (46.7%) of respondents has said we have considerable opportunities for independence and freedom in deciding how to do their jobs in the corporation. However, a mean value of 3.42 indicates on average respondents were indifferent (neutral).Which means employees' independence and freedom in deciding how to do their jobs may not be enough or may not be their at all.

In addition to this, large numbers (33.3%) of respondents are confused to agree neither positively nor negatively to the question „I can influence decisions taken in my department“. The mean

answer of the respondents to this question indicates 2.98 which were neutral of the agreements again. To the same extent, an average reply of 3.23(see table 4.15) indicates neutral to the question of „I can influence the way work is done in my department“.

Generally, from these above responses it can be possible to conclude that employee’s self-determination to their jobs and department affairs were in a question mark. This means employees’ self determination power either due to the organization rules and procedures or personal problem it is not good.

4.2.3. Relationship between internal service climate and psychological empowerment

Table 4.16 Correlation of internal service climate and psychological empowerment

		Correlations		
		Average of internal service climate	Average of psychological empowerment	Average of job satisfaction
Average of internal service climate	Pearson Correlation	1	.717**	.400**
	Sig. (2-tailed)		.000	.002
	N	60	60	60
Average of psychological empowerment	Pearson Correlation	.717**	1	.383**
	Sig. (2-tailed)	.000		.002
	N	60	60	60
Average of job satisfaction	Pearson Correlation	.400**	.383**	1
	Sig. (2-tailed)	.002	.002	
	N	60	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

As the table clearly displays the relationship between internal service climate, psychological empowerment and job satisfaction was positive. The correlation was significant at 0.01 level of two tailed Pearson correlation coefficient of 0.717(see table 4.16) for internal service climate and psychological empowerment. Moreover, even though the Pearson correlation coefficient of job satisfaction with internal service climate (0.400) and psychological empowerment (0.383) is small there is positive relationship between them. This infers employees’ who agreed with the internal service climate of the corporation positively were similarly agreed with empowerment and job satisfaction positively. Therefore employees’ are empowered considerably in their jobs in

the corporation. Furthermore, it points out that there is positive relationship between the three, if internal service climate of the organization was good the chance of employee’s psychological empowerment and job satisfaction was good is higher. The occurrence of the opposite result is minimal. The result of this study was also similar with the Dimitriades and Maroudas (2007) finding internal service climate was positively associated with psychological empowerment.

4.2.4. Employees’ level of agreement on job satisfaction

As stated in the literature, Job satisfaction has been a result of various factors. Most commonly satisfaction on work, people, promotion and supervision are used to examine the level of employees’ job satisfaction. Accordingly, these four factors were used to measure employees’ job satisfaction in the corporation. Therefore, the response of employees’ related to job satisfaction is presented here below.

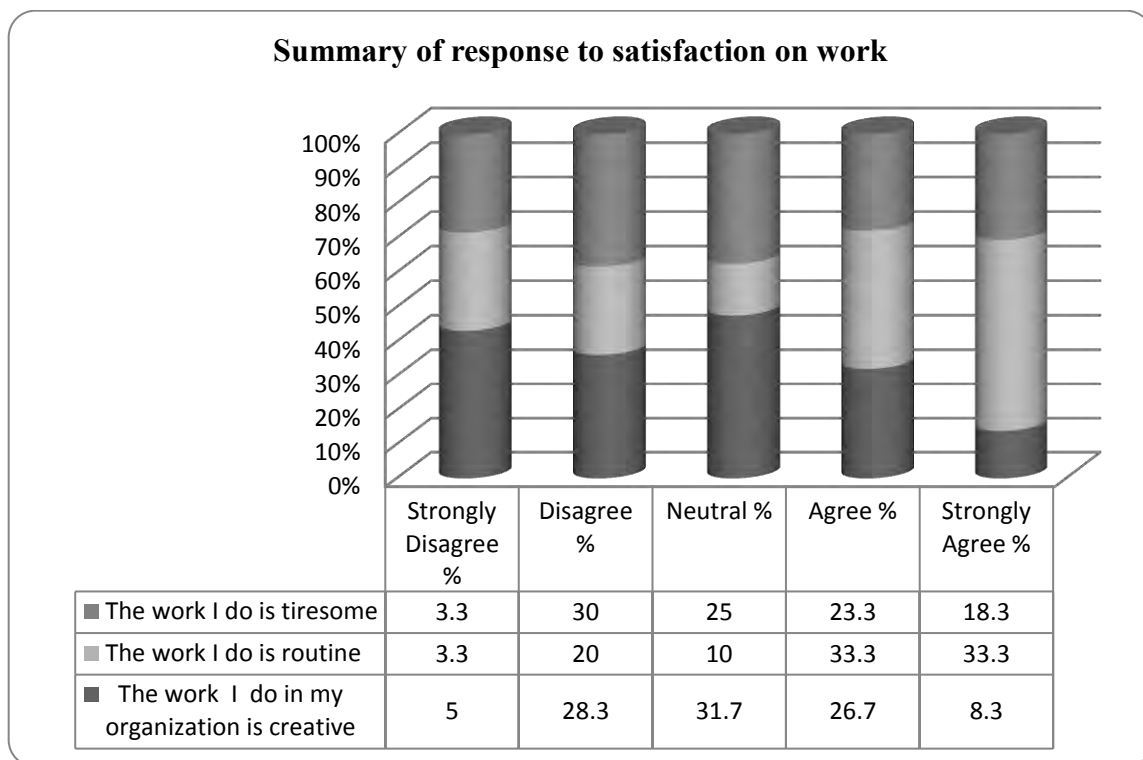


Figure 4. 8 job satisfaction (satisfaction on work)

	N	Min.	Max.	Mean	Std. Deviation
The work I do in my organization is creative	60	1	5	3.05	1.048
The work I do is routine	60	1	5	3.73	1.219
The work I do is tiresome	60	1	5	3.23	1.170

As the figure displays, for the question which „the work I do in my organization is creative“, mass number (31.7%) of respondents were not agreed nor disagreed to the statement (neutral). The next high percent (28.3%) respondent's were disagreed. The other 26.7% and 8.3% of respondents answered agree and strongly agree to the statement. The mean value of responses to this question 3.05 (see table 4.17) indicates employees' are not interested to answer positively or negatively.

Similarly, to the second question which „The work I do is routine“ get positive replay from 66.6% of the respondents. But, 10% of the respondents answered neutral and 23.3% of the participants replied negatively to the question. The overall average of the responses to question indicates 3.73 which have a negative elucidation to the work. Which means the work is routine/ usual, or repetitive that makes employees' boredom and dissatisfaction on their job.

Consistently, Large number (41.6%, both agree and str. Agree) of respondents replied that the work what they did was tiresome in the corporation. On contrary, 33.3% of the respondents disagreed to the statement that „the work I do is tiresome“ and 25% of the respondents are said neutral. In short, the average reply of respondents in the descriptive statistics table indicates 3.23 which infer that employees' are not satisfied as such on the work what they perform in the corporation.

Based on the above analysis peoples working in the corporation are not satisfied with their jobs. The main reasons to these are: firstly, jobs in the corporation are not creative, secondly, works are routine or repetitive that makes employees' boredom and dissatisfaction. Finally, work what they did was tiresome and the return to this work is not equitable.

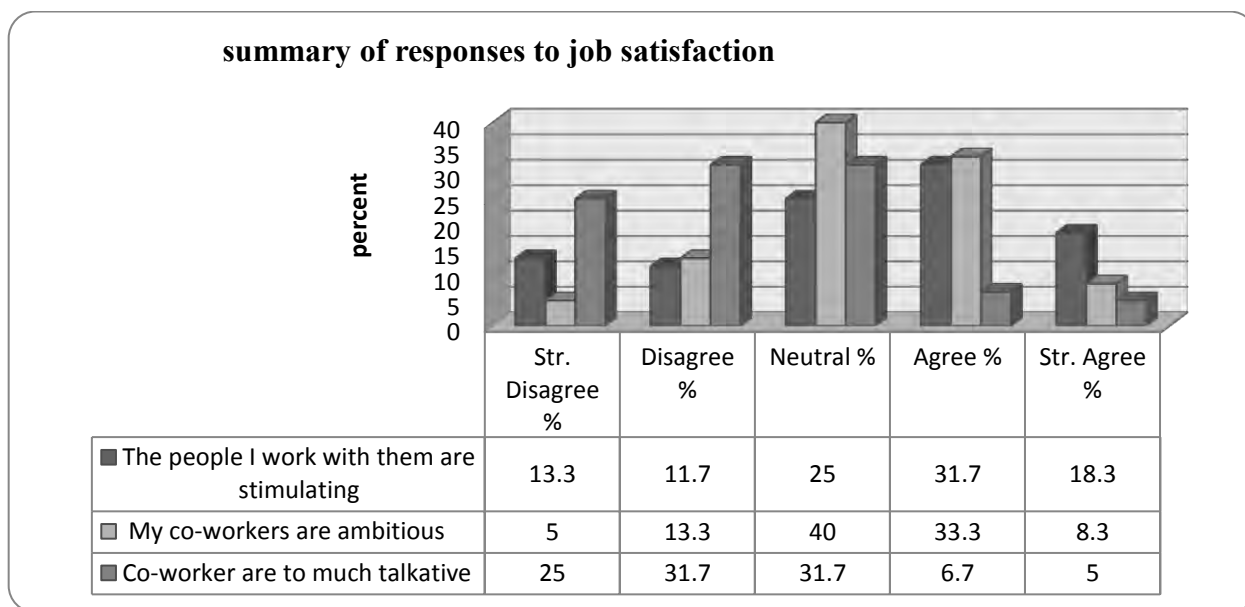


Figure 4. 9. Job satisfaction (people)

Table 4.18 Descriptive Statistics of job satisfaction on co-workers					
	N	Minimum	Maximum	Mean	Std. Deviation
The people I work with them are stimulating	60	1	5	3.30	1.280
My co-workers are ambitious	60	1	5	3.27	.972
Co-worker are to much talkative	60	1	5	2.35	1.087

The figure and table above together indicates, employees' attitude towards their coworkers or the employees' satisfaction on the peoples who work with them for various reason i.e. profile of the coworkers, talent and experiences. Therefore, 31.7% and 33.3% of respondents agreed to the first two questions that was „the people I work with them are stimulating and My Co-workers are ambitious“. The other 25% to the first and 40% to second question respondents replied neutral. But, 25% and 18.3% of respondents to the first and second questions agreed negatively to the statement. The indication of the average value of the response (3.30 and 3.27) was majority of the employees' of EEPCo are not satisfied with peoples they work with them. According to some informal discussions with employees' the major reason for this is lack of communications and trust between them.

However, to the third question „Co-worker are too much talkative“, 56.7% of respondents disagreed the expression and (31.7%) of others also replied neutral. Therefore, from this and the

mean value 2.35 (see table 4.18) of respondents we can conclude that employees are not talkative in the corporation but they are not much satisfied with coworkers.

Consequently, from the above results we understand that employees in the EEPCo are not satisfied with the people who work with them. The reason for this dissatisfaction was lack of communication and trust between employees and also people are not cooperative in EEPCo.

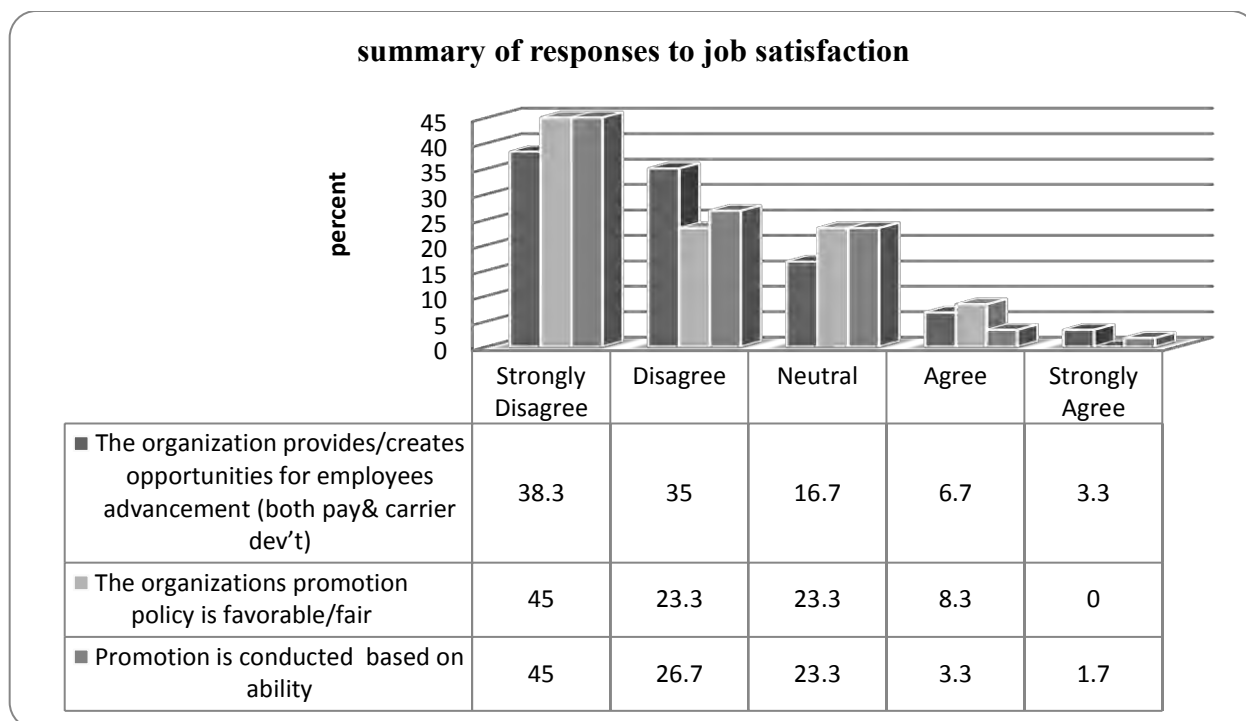


Figure 4.10 job satisfaction (promotion)

Table 4.19 Descriptive Statistics of job satisfaction on promotion						
	N	Minimum	Maximum	Mean	Std. Deviation	
The organization provides/creates opportunities for employees advancement (both pay& carrier dev't)	60	1	5	2.02	1.066	
The organizations promotion policy is favorable/fair	60	1	4	1.95	1.016	
Promotion is conducted based on ability	60	1	5	1.90	.986	

As clearly seen in the figure, large numbers (38.3%) of respondents are strongly disagree the statement that says „the organization provides/creates opportunities for employees advancement (both pay& carrier dev't)“, 35% of respondents are replied agree but 10% other respondents disagrees the statement. the mean value 2.02 of the respondents infers employees on average disagreed the statement. Likewise, even though promotion and benefits were provided to the

good performers each year, employees of the organization strongly disagree the expression that „the organization promotion policy is favorable/fair and is conducted based on ability“. According to the employees response to open ended questions, there are various problems in the corporation related to promotion and benefits and service climates. Some of these are; no training is provided to employees, low employees participation in decision making, no good working environment and communication between new and old workers, there is no transparency and timely responses to questions, right peoples are not placed at right place, partiality, low salary ,no good relationship between top level management and employees etc.

To conclude, employees are not satisfied with the corporation's promotion policy. According to the response of employees, there is no opportunity for employee's advancement both financial and non financial. Promotion is not conducted based on abilities and criteria are not clear to employees.

	Superiors provides adequate advice to subordinates		Superiors praises good work		Supervision of employees in the corporation is not appropriate		Supervisors tells employees where they stand	
	Count	%	Count	%	Count	%	Count	%
Str. Disagree	18	30.0	14	23.3	8	13.3	18	30.0
Disagree	18	30.0	21	35.0	14	23.3	18	30.0
Neutral	11	18.3	15	25.0	11	18.3	15	25.0
Agree	11	18.3	9	15.0	7	11.7	7	11.7
Str. Agree	2	3.3	1	1.7	20	33.3	2	3.3
Total	60	100.0	60	100.0	60	100.0	60	100.0

	N	Min.	Max.	Mean	Std. Deviation
Superiors provides adequate advice to subordinates	60	1	5	2.35	1.191
Superiors praises good work	60	1	5	2.37	1.057
Supervision of employees in the corporation is not appropriate	60	1	5	3.28	1.474
Supervisors tells employees where they stand	60	1	5	2.28	1.121

As clearly stated in the table, majority of respondents opposes the expressions that stated in the headings of each column. For example, to the first column question „Superiors provides adequate

advice to subordinates”, 30% of respondents were answered strongly disagree while 30% disagree. To the second Column question „Superiors praise’s good work,” 35% of respondents replied disagree while 25% also replied neutral. However, from total respondents, 21.3% were answered positively to the first, and 16.7% to the second statements. The mean value of responses to each equation 2.35 and 2.37(see table4.21) on the other hand indicates employees” were commonly disagreed the supervision of the corporation. Thus, we can say that employees” were dissatisfied with the supervision of the corporation.

Furthermore, for the third and fourth questions employees” replied consistent answer to the first two questions which was „Supervision of employees” in the corporation is not appropriate and Supervisors tells employees” where they stand”. Thus, the average response of employees” 3.28 and 2.28 to the last two questions infers employees” were dissatisfied with the system of the supervision.

To finalize, due to the above cases supervision of the organization is not appropriate. First, employees” are not provided feedback (for poor or good work) or advice from supervisors. Second, employees” are not appreciated for their good works. Finally, bases of supervision are not appropriate to the jobs in the corporation.

	Do you think that employees” are satisfied with their jobs in the corporation?		Do you think that internal service climate and psychological empowerment affects employees” job satisfaction in your organization		Is there any relationship between internal service climate and psychological empowerment?	
	Count	%	Count	%	Count	%
No	49	81.7	23	38.3	28	46.7
Yes	11	18.3	37	61.7	32	53.3
Total	60	100.0	60	100.0	60	100.0

As clearly the table illustrates, employees” were asked their opinion to job satisfaction in the corporation. Hence, majority (81.7%) of respondent”s replied they are not satisfied with their jobs, while 18.3 are said yes. According to them the major reasons for dissatisfaction are resulting from service climate. These are partiality, unfair promotion and benefit practices, lack

of transparency, low salary, lack of communication between top management and employees”, etc

The employees’ opinion towards internal service climate and psychological empowerment effect on job satisfaction was measured using this question „Do you think that internal service climate and psychological empowerment affects employees’ job satisfaction in your organization?“. Accordingly, more than half percent (61.7%) of respondents agreed positively to the question by replying yes, but 38.3% of respondents said internal service climate and psychological empowerment cannot affect job satisfaction.

Finally, respondents were asked to express their opinion about the relationship between internal service climate and psychological empowerment. Therefore, 53.3% of respondents said „yes“. There is relationship between internal service climate and psychological empowerment. The relationship between these two was positive, that means, if there is good internal service climate in the corporation psychological empowerment of employees’ were also good. However, the rest 46.7% s replied that there is no relationship between them.

Generally, according to the majority employees’ opinion internal service climate and psychological empowerment have positive relationship. Furthermore, these two variables have an effect on job satisfaction of employees’.

4.4. Effect of internal service climate and psychological empowerment on job satisfaction

In addition to the above, the effects of these two variables on job satisfaction were determined using multiple regressions as follows. The effect of psychological empowerment and internal service climate was determined with the following formula.

$$y = \alpha + \beta_1 x_1 + \beta_2 x_2$$

Where:

y , average of job satisfaction

α , y-intercept (constant)

β_1 , coefficient (beta) of psychological empowerment

x_1 , average of psychological empowerment

β_2 , coefficient (beta) of internal service climate

x_2 , average of internal service climate

See table 4.23, for result of the coefficients.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423 ^a	.179	.150	.42953

a. Predictors: (Constant), Average of internal service climate, Average of psychological empowerment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.522	.361		4.217	.000
	Average of psychological empowerment	.154	.133	.199	1.158	.252
	Average of internal service climate	.172	.115	.257	1.490	.142

a. Dependent Variable: Average of job satisfaction

The table above depicts adjusted coefficient of determination (R^2) 0.15 indicates the average effect/variability of internal service climate and psychological empowerment on job satisfaction. According to Koberg et al. (1999) cited in Ergeneli et al.(2007) expounds that many factors influence empowerment and classifies these factors as individual (e.g., tenure, age, gender, self-concept, locus of control, self-efficacy, self-esteem), group (e.g., leader approachability, group effectiveness, worth of group, mutual influence, trust) and organizational (e.g., position in the hierarchy, organizational climate) characteristics.

Besides to this, beta value in the table reveals a unit change (increase/decrease) in the independent variable (internal service climate or psychological empowerment) has a 0.199 or 0.257 (see table 4.23) change (increase/decrease) effect on the dependent variable (job satisfaction). This indicates, even though the confidence level for psychological empowerment is insignificant (0.75) each variable was a positive effect on job satisfaction. Moreover, the effect (beta value) of internal service climate on job satisfaction is high. Therefore, the management should give high priority to the internal service climates rather than to psychological empowerment.

CHAPTER FIVE

5 CONCLUSION AND RECOMMENDATION

Based on the data analyzed and interpreted in chapter four of the study, the following conclusions and recommendations/suggestion are made.

5.1 Conclusion

The following are the major conclusions of the study:

- On average the ability of co-workers to perform the promised service to the internal consumers dependably and accurately without error was generally satisfactory but not enough. It is quite clear that such reliability of coworkers enhances efforts to attain the objective of the organization that leads employees' to job satisfaction.
- The knowledge and courtesy of coworkers and their ability to convey trust and confidence were good in the organization. Assurance of employees' to the internal consumers creates job satisfaction to both service providers and takers in the corporation.
- Generally, the equipments (tangibles) used in the corporation and the working environment are not as such attractive. Majority of respondents said equipments are not working properly and they are old. Moreover, the appearance of the company's physical facilities, equipments and personnel is not more attractive and appealing.
- Employees' do not exhibit much interest to each other and are not sensitive to work related needs. The reasons for this according to them are: peoples are not cooperative, and they do not give individual attention to problems. If employees' in the organization are not sensitive to work related needs and cannot have best interest each other, it is difficult to achieve and maintain employees' job satisfaction. Generally, the compassionate, individualized attention (empathy) that the company provides to its internal customers is not enough and attractive.
- The average replies value 3.48 (see table 4.14) for empathy indicates the employees' of EEPCo are sincerely concerned about problems but the concern they provide is not enough compared to the condition in the organization.

-
- Co-workers willingness to help and accommodate special requests and needs of their subordinates in the corporation was not sufficient. Moreover, the speed and efficiency of co-workers to respond to requests are poor. Therefore, the responsiveness of employees“ in the internal service climate of the organization was not good and this indicates there is no coordination of employees“ in the corporation.
 - The majority of the employees“ of the corporation have some level of value to the work they perform in the corporation. The majority of respondents believed with the relevance of the job what they did in the corporation. This on the other hand indicates, employees“ have strong inspiration to work effectively because they believed that their job value to the goal achievement progress of the organization is high.
 - Employees“ attitude towards to the meaning of work what they perform in the corporation indicates they have some level of attentions. They believed the work what they performed in the corporation has relevance to the organization and to them. Therefore, knowing this makes them to have some level of initiation, attention and power in the corporation progress to achieve its objective. Therefore, such thinking avoids potential powerlessness of employees“ on their jobs.
 - Even though, the majority of employees“ are young and first degree holders (not specialized) they are confident and competent with their abilities and knowledge“s to perform their job. Almost 85% of them believed that they have the necessary knowledge and skills to work their assigned jobs effectively and efficiently in the corporation. Therefore, this employee“s competency gives power on their jobs. They couldn“t worry on assignments and they couldn“t need others intervention or help to make effectively and efficiently whatever assigned to them.
 - The impact/influence of employees“ on their jobs, responsibilities and department affairs of the corporation was high. This indicates employees“ are active participant in their day to day activities of the organization due to their own self confidence. As a result, employees“ don“t feel powerlessness in their jobs, or departments.
 - Employees“ self-determination to their jobs and department affairs were not good. Employees“ in the corporation cannot determine how to do their jobs by themselves, they

are not provided an opportunity to work independently, and they cannot influence decisions taken on their jobs and departments but they are actively participated to forward ideas. Generally, an employees' self determinations power was low because top management cannot provides opportunity.

- The analysis of the internal service climate and psychological empowerment indicates positive relationship. The correlation was significant at 0.01 level of two tailed Pearson correlation coefficient of 0.717(see table 4.17).
- People working in the corporation are not satisfied with their jobs. The reasons for this job dissatisfaction can be seen from four perspectives. These are; work satisfaction, people, promotion and supervision. Therefore, the nature of work itself in the corporation contributes a lot for employee's job dissatisfaction. The main reasons to these are: firstly, jobs in the corporation are not creative, secondly, works are routine or repetitive that makes employees' boredom and dissatisfaction. Finally, the work what they did in the corporation was tiresome and the return to their efforts are not equitable.
- Employees' of EEPCo are not satisfied with the people who work with them. The reason for this dissatisfaction was lack of communication and trust between employees' and also people are not cooperative.
- The corporation's promotion practices were not motivating. According to the response of employees', there is no regular opportunity for employees' advancement both financial and non financial rewards to motivate them. Promotion criteria's are not clear to employees' and also it was not conducted based on abilities.
- Supervision of the corporation is not appropriately undertaken. First, employees' are not provided with feedback (for poor or good work) or advice from supervisors. Second, employees' are not appreciated for their good works. Finally, the criteria of supervision are not related to the jobs in the corporation.
- Finally, despite the fact that the confidence level for psychological empowerment is low (0.75) each variables was have positive effect on job satisfaction. Moreover, the effect

(beta value) of internal service climate on job satisfaction is high compared to psychological empowerment. Therefore, the management should give high priority to the internal service climates rather than to psychological empowerment.

5.2. RECOMMENDATION

- The management of the corporation need to work more to further improve and maintain the ISC to continue. Therefore, in order to improve and maintain, the following measures are proposed. These are:
 - Training should be provided to all employees“ to improve the ability of co-workers to perform the promised service to the internal consumers dependably, accurately and timely without error.
 - Any organization going through change must stay in constant communication with all its employees“. If employees“ feel included and informed about organizational change and how it is impacting them on an ongoing basis, there is a greater likelihood that they will see themselves as part of the whole team and pull together for the good of the organization. Therefore, the management should facilitate different formal and informal forums to employees“ in order to create trust and communication between them.
 - The management of the corporation either maintains the existing technologies performance or change with new technologies. Moreover, the appearance of the company“s physical facilities, equipments and personnel is not as attractive and appealing as it showed. As a result it needs to be arranged properly. Ergonomic study should be conducted to make proper appearance.
 - To improve the coordination of employees“ in the organization, management of the corporation should create transparent and conducive service climate. Therefore, top management should work hard to bridge the gap between management and employees“ like, approaching lower level employees“ to communicate and gather feedbacks on the existing situation to avoid insubordination.

-
- Top managements should discuss briefly the objectives of the corporation with all employees“. Furthermore, the management ought to explain how each jobs related with the objectives to maintain employee“s perception to their jobs.
 - Employees“ psychological empowerment among the corporation members are good but to further enhance the corporations management body should;
 - Establish an empowerment vision, enhance both the individuals and the organizations ability to act in order to ensure improved customer service
 - Create an empowerment culture by encouraging employees“ to exercise initiative and imagination in solving problems , improve processes and meet customer needs,
 - Communicate the meaning of empowerment to every member of the organization,
 - Set goals and objectives that become the organizing framework for staffs“ at every organizational level as they undertake their own efforts to extend and strengthen empowerment,
 - Evaluate and continually improve the process of empowerment by measuring improvement and the perceptions of the organization“s members
 - As clearly discussed in the analysis employees“ of the corporations on average are not satisfied with their jobs for various cumulative factors effect. As a result in order to avoid such job dissatisfactions the following recommendations are forwarded:
 - The findings of this study suggests that the administrators should develop strategies to meet the career needs of all employees“ to foster their competence and further enhance organizational productivity i.e. sponsoring further education, creating merit and ability based promotion.
 - It is essential to redesign jobs to avoid employees“ boredom and lack of interests through job enrichment and job enlargement. Job enrichment is the restructuring of the content and level of responsibility of a job to make it more challenging, meaningful, and interesting to a work. On the other hand, job enlargement is the process of increasing the scope of a job by adding more tasks to it.

- The management of the corporation should communicate with employees to give clear information about the rules, procedures and practices of promotion in the corporation.
- Supervision of employees in the corporation ought to be conducted based on the job requirements. Therefore, requirements other than job descriptions and work environments must be eliminated from the criteria. The benchmarks to supervise employees work in the corporation as much as possible needs to be free from bias and the results of supervision are supposed to be communicated with employees.

Reference

- Bhatnagar J. and Sandhu S., (2005), *Psychological Empowerment and Organizational Citizenship Behavior (OCB) in IT managers: a talent retention tool*, Indian Journal of Industrial Relation, vol. 40, no. 4,
- Carless S., (2004), *Does Psychological Empowerment Mediate the Relationship between Psychological Climate and Job Satisfaction*, Journal of Business and Psychology, vol. 18, no. 4
- Conger J. A. and Kanungo R. N., (1988), *The Empowerment Process: Integrating Theory and Practice*, The Academy of Management Review, Vol. 13, No. 3 , pp. 471-482)
- Dimitriadis Z. S. and Maroudas T., (2007), *Internal Service Climate and Psychological Empowerment among Public Employees'*, Emerald Group Publishing, vol.1, no. 4
- Dyne L. V and Pierce J. L., (2004), *Psychological ownership and feelings of possession: three field studies predicting employee attitudes and organizational citizenship behavior*, Journal of Organizational Behavior, Vol. 25, No. 4, pp 439-459.
- Ergeneli A., Lam G. S., and Metin S., *Psychological empowerment and its relationship to trust in immediate managers*, Journal of Business Research, vol. 60 (2007) 41–49
- Han S. S., Moon S. J. and Yun E. K., (2009), *Empowerment, job satisfaction, and organizational commitment: comparison of permanent and temporary nurses in Korea*, applied Nursing Research,
- Hancer M. and George T, (2003), *Psychological empowerment of non-supervisory employees' working in full-service restaurants*, international journal of hospitality management, vol.22
- Ivancevich J. M., Matteson, (1990), *Organizational Behavior and Management*, 2nd , international student edition, IRWIN, Boston.
- Kang, G.D., James, J. and Alexandris, K. (2002), *Measurement of internal service quality: application of the SERVQUAL battery to internal service quality*, Managing Service Quality, Vol. 12, No. 5, pp. 278-91.

-
- Kirkman B. L., Rosen B., Tesluk P. E., Cristina B. Gibson C. B., (2004), *The Impact of Team Empowerment on Virtual Team Performance: The Moderating Role of Face-to-Face Interaction*, The Academy of Management Journal, Vol. 47, No. 2 , pp. 175-192
- Labianca G., Gray B., and Brass D. J., (2000), *A Grounded Model of Organizational Schema Change during Empowerment*, Organization Science, Vol. 11, No. 2, pp. 235-257)
- Pastor J., (1996), *Empowerment: what it is and what it is not*, journal of Empowerment in Organizations, Volume 4 · Number 2
- Schroeder R. G., (2008), *Operations management, contemporary concepts and cases*, 4th ed, McGraw-Hill higher education.
- Spreitzer G. M., (1995), *Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation*, The Academy of Management Journal, Vol. 38, No. 5, pp. 1442-1465)
- Spreitzer G. M., (1996), *Social Structural Characteristics of Psychological Empowerment*, The Academy of Management Journal, Vol. 39, No. 2, pp. 483-504)
- Thomas K. W. and Betty A. Velthouse B. A., (1990), *Cognitive Elements of Empowerment: An "Interpretive" Model of Intrinsic Task Motivation*, The Academy of Management Review, Vol. 15, No. 4, pp. 666-681)
- Voss, M.D., Calantone, R.J. and Keller, S.B. (2005), *Internal service quality: determinants of distribution center performance*, International Journal of Physical Distribution & Logistics Management, Vol. 35, No. 3, pp. 161-76.
- Yoon J., (2001), *The Role of Structure and Motivation for Workplace Empowerment: The Case of Korean Employees* , Social Psychology Quarterly, Vol. 64, No. 2 pp. 195-206)
- EEPCO's 50th golden jubilee special issue, May, 2006, EEPCo, corporate communication process

<<http://www.eepco.gov.et>

Appendix 1

Questionnaire

ADDIS ABABA UNIVERSITY
SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION
MASTERS OF BUSINESS ADMINISTRATION (MBA) PROGRAM
QUESTIONNAIRE TO BE FILLED BY STAFFS

Researcher: Wasihun Mohammed (email: wasihun85@yahoo.com)

Research Topic: - Internal Service Climate and Psychological Empowerment effect on Employees' job Satisfaction (Ethiopian Electric Power Corporation)

Dear Respondents:-

I would like to express my earnest appreciation for your generous time, honest and prompt responses.

Objective:

This questionnaire is designed to collect data about the internal service climate and psychological empowerment effect on employees' job satisfaction in the corporation (EEPCo). The information that you offer me with this questionnaire will be used as a primary data in my case research which I am conducting as a partial requirement of MBA degree at Addis Ababa University under the School of Business and Public Administration. Therefore, this research is to be evaluated in terms of its contribution to our understanding of the service climate and empowerment effects on employees' job satisfaction and its contribution to improvements in the area.

General Instructions

- There is no need of writing your name.
- In all cases where answer options are available please tick (√) in the appropriate box.
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided

Confidentiality

I want to assure you that this research is only for academic purpose authorized by the Addis Ababa University. No other person will have to access this data collected. In any sort of report I might publish, but, I will not include any information that will make it possible to identify any respondent.

Thank you again!!!

Section I: Participant Information

1. Sex: Male
 Female
2. Which of the following age categories describes you?
 Under 25
 25-34
 35-44
 45-54
 55 and above
3. Number of years you have worked for the corporation (in years) :
 0-4
 5-9
 10-19
 20-30
 30 years or more
4. Educational Qualification:
 High school graduate
 College Diploma
 Masters Degree
 Other (please state _____)
 Technical school graduate
 BA/BSc Degree
 PhD

Section II: Questions related to internal service climate and psychological empowerment

Listed below are statements about the **internal service climate and psychological empowerment**. Please indicate your level of agreement with the statements. Thus, your answers to these questions will enable the researcher to explore the effects on employee job satisfaction.

No.	Item	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.M	The work I do is very important to me					
2.	My job activities are personally meaningful to me					
3.	The work I do is meaningful to me & to the organization					
4.C	I have the skills and abilities to do my job well.					
5.	I have the competence to work effectively.					
6.	I have the capabilities required to do my job well.					
7.	I can handle the challenges I face at work.					
8.	I can do my work efficiently.					
9.I	My impact on what happens in my department is high					
10.	I have a great deal of control over what happens in my department					
11.	I have significant influence over what happens in my department					
12.	I have significant influence over my job					
13.S	I have significant autonomy in determining how I do my job.					
14.	I can decide on my own how to go about doing my work.					
15.	I have considerable opportunity for independence and freedom in how I do my job.					
16.	I can influence decisions taken in my department.					
17.	I can influence the way work is done in my department.					
18R	Co-workers provide service that is promised					
19	Co-workers are dependable for handling my problems					
20	Co-workers perform services right the first time, to avoid having to make corrections later					
21	Co-workers provide correct and necessary information					
22	Co-workers are reliable					
23A	I can trust my co-workers					
24	I feel safe in dealing with co-workers					
25	Co-workers are polite and kind					
26	Co-workers are knowledgeable					

No.	Item	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
27T	We have up-to-date equipment					
28	Working environment is comfort and attractive					
29	Co-workers have a neat, professional appearance					
30	The materials used in the work place are visually appealing					
31E	Co-workers are sincerely concerned about problems					
32	We have convenient working hours					
33	Co-workers give me individual attention					
34	Co-workers seem to have each other's best interests in mind					
35	Co-workers are sensitive to my work-related needs					
36R	My communication with co-workers is appropriate, accurate, and clear					
37	Co-workers respond quickly and efficiently to my requests					
38	Co-workers are willing to help me					
39	Co-workers are willing to accommodate special requests and needs					
40.S W	The work I do in my organization is creative					
41	The work I do is routine					
42	The work I do is tiresome					
43.P	The people I work with them are stimulating					
44.	My co-workers are ambitious					
45	Co-worker are to much talkative					
46.P	The organization provides/creates opportunities for employees' advancement (both pay& carrier dev't)					
47	The organizations promotion policy is favorable/fair					
48	Promotion is conducted based on ability					
49.S	Superiors provides adequate advice to subordinates					
50	Superiors praises good work					
51	Supervision of employees' in the corporation is not appropriate					
52	Supervisors tells employees' where they stand					

Part III. Additional Questions

1. In your opinion, do you think that employees are satisfied with their jobs in the corporation?

Yes No

2. If you answered "No", for Question no. 1, why?

3. In your opinion, do you think that internal service climate and psychological empowerment affects employees' job satisfaction in your organization?

Yes No

4. If you answered "Yes" how?

-
5. In your opinion, is there any relationship between internal service climate and psychological empowerment?

Yes No

If you said, "yes". What kind? Is it positive or negative? Why?

6. Would you please suggest if there is anything to be changed with regard to the current service climate and empowerment practices of the corporation?

Thank you again for your cooperation!

Appendix 2

Organizational chart of EEPCo

